



# Pension Fund Annual Report

2017/18

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# Introduction

The London Borough of Southwark Pension Fund is part of the national Local Government Pension Scheme (LGPS) and is administered by Southwark Council. The LGPS provides for the occupational pensions of employees, other than teachers, police officers and fire fighters of local authorities. It is a contributory defined benefit scheme established by the Superannuation Act 1972. With 5.1 million members, the LGPS is one of the largest public sector pension schemes in the UK.

The Fund is funded by employee and employer contributions and the investment returns generated from the Fund's investments. Contributions and other balances not immediately required to meet pensions and other benefits are invested in a diverse range of investment assets.

The investment strategy for the Fund is determined by the Council, as the administering authority of the Fund, with advice from the Pensions Advisory Panel, but individual investment decisions are delegated to externally appointed investment managers.

The objective of the Fund is to have sufficient resources available to meet all future pension entitlements of past and present employees. To ensure that sufficient resources are available the Fund reviews the required contribution rates for all employers every three years following an actuarial valuation of the Fund.

The aims of the Fund are to:

- adequately fund benefits to secure the Fund's solvency and long term cost efficiency, which should be assessed in light of the risk profile of the Fund and Employers
- seek to maintain as nearly constant overall employer contribution rates as possible (and subject to the Administering Authority not taking undue risks) at reasonable cost to the taxpayers, scheduled, resolution and admitted bodies

On 1 April 2014 a new LGPS scheme was introduced. The LGPS up until March 2014 was a defined benefit "final salary" scheme, where the annual pension and the retirement lump sum were based on length of service and usually the final twelve months of pay. One of the key changes is that a scheme member's pension is no longer based on their final salary but on their salary throughout their career. This is known as a Career Average Revalued Earnings (CARE) scheme. All benefits built up before 1 April 2014 are protected and will be based on final year's pay. The revised benefits payable are set out in the LPGA regulations and the key points are as follows:

- a pension based on career average earnings (revalued in line with the Consumer Price Index)
- Flexibility for members to pay 50% contributions for 50% benefits
- Normal pension age to equal the individual member's State Pensions Age.
- Option to trade £1 of pensions for £12 tax-free lump sum at retirement
- Death in service lump sum of 3 times pensionable pay plus survivor benefits
- Early payment of pension in event of ill health

## The management of the fund

The ongoing agenda of LGPS reforms introduced significant changes to the governance of the Fund and of the LGPS generally and took effect from 1 April 2015. These include the establishment of a Local Pensions Board, whose role is to assist in the governance of the scheme. In addition, there is a National Scheme Advisory Board and 2 cost control mechanisms which seek to monitor and contain the overall cost of the LGPS at a national level.

It is a time of change across the wider landscape of pensions. The ability to access pension savings more flexibly was introduced in April 2015. This allows members of pension schemes to access their

savings earlier, including taking them as a cash lump sum. Further policy and technical changes are expected in the short and medium term that will impact on the Fund, including pooling of investment assets, changes to the taxation of pensions, early retirement terms and caps on public sector benefit payments.

# Report from the Independent Chair of the Local Pension Board

Local Pension Boards were established under the 2013 Pensions Act. Each pension administering authority is required to establish a Board to assist with the effective and efficient governance and administration of the scheme. The Board is also tasked with ensuring compliance with the various legislative requirements and those of the pensions regulator, complementing the already well developed governance structure which underpins the pension scheme.

The independent Chair of the Local Pension Board attends the Pensions Advisory Panel. This provides a useful link between the advisory body and the Board. The link is further strengthened by the attendance at the Board of the Strategic Director of Finance and Governance on an ad hoc basis; attendance of other key officers and joint training sessions for the Board and Pension Advisory Panel members.

## Terms of Reference, Conflicts of Interest, Membership and Attendance

A copy of the Local Pension Board's Terms of Reference can be found at:

<http://www.southwark.gov.uk/council-and-democracy/pensions/local-pension-board>

As recorded in the minutes, there were no conflicts of interests arising during 2017-18. .

The composition of the Local Pension Board is listed below:

- 1 Independent chair
- 2 Scheme Member Representatives
- 2 Employer representatives

The scheme member and employer representatives also have substitutes. The Local Pension Board meets quarterly and the current membership and attendance at meetings during 2017-18 are set out in the table below

## Knowledge and Understanding/Training

As set out in the national guidance for Boards, knowledge and understanding is a key part of being an effective Board member. During 2017-18 training has been undertaken in the following areas:

- Fee Transparency (April 2017)
- Admitted & Scheduled Bodies (September 2017)
- Pensions Regulator Public Service Toolkit – self learning modules undertaken by Board

Name	Title/Company	10 April 2017	28 Sept 2017	24 Jan 2018
Mike Ellsmore	Independent Chair	✓	✓	✓
Sue Plain	Scheme Member Representative	✓	✓	✓
Neil Tasker	Scheme Member Representative	✓	✓	✓
Norman Coombe *	Employer Representative	A	A	A
Dominic Cain	Employer Representative	✓	✓	✓
Diana Lupulesc	Substitute Scheme Member Representative	✓	A	✓
Fiona Dean	Substitute Employer representative	A	✓	✓

\* Norman Coombe on long term absence from Council

The terms of reference require 4 meetings to take place each year. The fourth meeting in 2017/18 took place early in 2018/19, in April 2018.

## Members

### Work during the year

This report covers the third year of the Board's operation. The Board has now established itself as part of Southwark's governance structure in relation to the Pension Fund. Board members take their responsibilities seriously and readily engage in the training programme in order to develop their skills and knowledge.

The Board's core function is to provide an oversight of the governance and administration of the Fund. A key task in fulfilling the Board's core function was to commission a governance review which after a selection process was undertaken by Aon Hewitt. The outcome of the review was reported to the Board and then to the PAP. An Action Plan was agreed and this has been subject to regular monitoring by the Board during 2017-18.

The Board also received all Pensions Advisory Panel agendas, and continues to focus on particular areas of interest. During the year, the Board has considered:

- progress on the London Collective Investment Vehicle
- an action plan on data cleansing
- Indemnity insurance for LPB members.
- 2016 triennial actuarial valuation results
- Investment Strategy Review
- Review of the terms of reference to increase number of employee and employer representatives
- the annual appointment of the Board's Chair

In addition representations were made to the PAP on:

- the Investment Strategy Statement: in particular the values statement and that the LPB continue to hold the view that the pension fund and political administration should be separate.

### Future Work

Looking ahead, 2018-19 will see further transfers of assets to the 8 pools which are in the process of being established across England and Wales. The Board will continue to monitor this initiative. There is also a growing interest in the cost transparency of asset managers' fees and the Board will be interested in how this develops and will follow closely the work of CIPFA and the Scheme Advisory Board.

The issue of data quality is coming to the fore nationally. The large increase in the number of employers in the Fund has placed pressure on administrators as the quality of members' data submitted by smaller employers is often not as good as it should be. This is an area where the Pensions Regulator will show an increasing interest and is fundamental to providing accurate pensions to the Fund's members. The Board will give a high priority to this issue, and will also continue to closely monitor the performance of, and the resources available to, Southwark's pension's team.

### Expenses

The total expenses incurred by the board for 2017/18 was £7,540 analysed as set out below;

Allowance – Independent Chair	£2,500
Annual Insurance Fees	£5,040
<b>Total</b>	<b>£7,817</b>

### Local Pension Board Papers

The Local Pension Board agendas and minutes can be accessed from the following link:

<http://www.southwark.gov.uk/council-and-democracy/pensions/local-pension-board>

### Mike Ellsmore

Independent Chair, Southwark  
Local Pensions Board





# Governance policy and compliance

The Fund's Governance Compliance Statement is included at Appendix 6 of this report.

The Pensions Advisory Panel meets quarterly and membership for 2017/18 comprised:

**Councillors:** Fiona Colley (*Chair*)

Eliza Mann

Jon Hartley

**Officers:** Duncan Whitfield (*Strategic Director of Finance & Governance*)\*

Officer with specialist knowledge of pensions finance & investments\*

Officer with specialist knowledge of pensions administration\*

**Observers:** Chris Cooper (*Unison*)

Karim Jalali (GMB)

**Advisers:** Jo Holden (*Mercer*)

David Cullinan (*Independent Advisor*)

The table below shows attendance at meetings held during the year

## Knowledge and skills

As an administering authority of the Local Government Pension Scheme, Southwark Council recognises the importance of ensuring that all staff and elected members charged with the financial management and decision making with regard to the pension fund are fully equipped with the knowledge and skills to discharge duties and responsibilities allocated to them. It therefore seeks to appoint individuals who are both capable and experienced and it will provide training for staff and members of the Pensions Advisory Panel to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills.

During 2017/18 members of the Pensions Advisory Panel (PAP) received training specific to the work areas being considered.

An increasing area of consideration for PAP has been that of environmental, social and governance matters and how these relate and impact on the Fund's investments. Following the commitment made in December 2016 to reduce fossil fuel investments over time, PAP members received training, as part of the investment strategy review, on how this could be achieved.

Meeting Attendance 2017/18

Name	Title/Company/Department	20 July 2017	3 Oct 2017	9 Jan 2018	20 Mar 2018
Fiona Colley	Elected Member	✓	✓	✓	✓
Eliza Mann	Elected Member	✓	✓	✗	✓
Jon Hartley	Elected Member	✓	✗	✓	✗
James Barber (substitute for Cllr E Mann Jan 18)	Elected Member				
Duncan Whitfield	Strategic Director of Finance & Governance	✓	✓	✓	✓
Officer with specialist knowledge of pensions finance & investments	Finance & Governance	✓	✓	✓	✓
Officer with specialist knowledge of pensions administration	Finance & Governance	✓	✗	✓	✓
Chris Cooper	Unison	✓	✓	✓	✓
Karim Jalali	GMB		✓	✓	✗
David Cullinan	Independent Advisor	✓	✓	✓	✓
Investment Advisers	Mercer	✓	✓	✓	✓
Mike Ellsmore	Chair of Local Pension Board	✓	✗	✓	✓

A number of investment opportunities were explained in the context of their role in the portfolio with regards to risk and return, their role in reducing fossil fuel investments and options regarding how they could be accessed (via the London CIV or directly). Training was also provided on how carbon levels in the portfolio could be measured. The above training provided a basis for the investment strategy review.

Throughout the year PAP has continued to receive regular updates regarding ongoing changes to regulations, governance requirements and recommendations on best practice for LGPS funds. They were given a detailed briefing on the requirements of MiFIDII and the requirements for funds wishing to opt up, as well as ongoing requirements for funds to continue to have professional status.



# Management and Financial Performance

## Scheme Management and Advisors

Advisers	<ul style="list-style-type: none"><li>- Joanne Holden (Mercer)</li><li>- David Cullinan (Independent Advisor)</li></ul>
Actuary	<ul style="list-style-type: none"><li>- Aon Hewitt</li></ul>
Performance Monitoring	<ul style="list-style-type: none"><li>- PIRC Performance Analytics</li></ul>
Investment Managers	<ul style="list-style-type: none"><li>- BlackRock Advisors (UK) Ltd</li><li>- Newton Investment Management Limited</li><li>- TH Real Estate</li><li>- Legal &amp; General Investment Management Limited</li><li>- Brockton Capital LLP</li><li>- Frogmore Real Estate Partners Investment Managers Limited</li><li>- M&amp;G Investments</li><li>- Invesco Real Estate</li></ul>
Custodians	<ul style="list-style-type: none"><li>- JP Morgan</li><li>- BNP Paribas Securities Ltd ( to January 2018)</li></ul>
Auditor	<ul style="list-style-type: none"><li>- Grant Thornton</li></ul>
AVC Providers	<ul style="list-style-type: none"><li>- AEGON</li></ul>

## Risk Management

The Pension Fund's risks are managed in accordance with the Council's risk management policy and strategy. In line with this strategy, the pension fund maintains a risk register, which sets

out the controls in place to manage the risks identified. The key risks facing the Fund are set out in the table on page 7.

Risk Description	Risk Category	Risk Controls (Mitigation)
Asset/liability mismatch – assets could fail to rise at the same rate as liabilities resulting in a funding deficit.	Financial	<p>Reports on the funding level are produced quarterly by the Fund actuary and reviewed by the Pensions Advisory Panel;</p> <p>an investment strategy review is conducted following each triennial actuarial valuation, to determine optimal asset allocation for the Fund;</p> <p>actual asset allocation is reported to the Pensions Advisory Panel on a quarterly basis, with variances of actual allocation to target discussed.</p> <p>the Fund holds investments in assets, the value of which are linked to inflation, a key driver of pension liabilities, such as index linked gilts</p>
Poor investment performance could lead to a larger deficit and therefore a requirement for higher contributions.	Financial	<p>Investments are monitored regularly;</p> <p>the Pensions Advisory Panel reviews fund manager performance quarterly against benchmark. Reports are received from investment advisers which provide fund manager ratings;</p> <p>regular meetings take place with fund managers regarding performance;</p> <p>the Fund undertakes regular reviews of investment strategy to ensure that the investment asset and manager allocation is appropriate to meet the future pension obligations for the fund.</p>
Failure of third party providers of investment management and custodial services, including London Collective Investment Vehicle (LCIV), could have a serious financial impact on the Fund.	Financial	<p>Contracts are monitored regularly;</p> <p>Pensions Advisory Panel is provided with quarterly information for each manager. Where there are concerns additional monitoring is put in place to ensure financial risks are kept to an acceptable level;</p> <p>third parties provide Fund with an annual SAS70 (or equivalent) report which provides assurance from their auditors that adequate controls are in place and are operating effectively;</p> <p>assets will be transferred to the London CIV only upon satisfactory business case and due diligence</p>
Reliance on a smaller pool of specialist staff across LGPS impacts on ability to recruit and retain staff	Staffing & Culture	<p>Use of external advisers with specialist knowledge;</p> <p>develop and implement training programmes to help ensure staff are equipped with appropriate skills and knowledge and to show recognition of value placed on them</p>
Major IT failure or data corruption results in administration functions inability to progress pension queries, and potential loss or permanent corruption of data files	Reputational	<p>Imminent move of pensions administration database (Altair) from server to hosted solution will reduce reliance on LBS server and remove associated risks;</p> <p>in event of corruption of live database, test database contains 6 month old data available to use;</p> <p>review to be carried out of data back up arrangements;</p> <p>maintain business continuity and disaster recovery plans</p>

The Fund's biggest overall risk (as identified above) is that its assets fall short of its liabilities resulting in there being insufficient funds to pay benefits to members as they fall due. The investment objectives have been set with the aim of maximising investment returns over the long term within specific risk tolerances. This aims to optimise the likelihood that the promises made regarding members' pensions and other benefits will be fulfilled.

The Strategic Director of Finance & Governance (SDFG) has overall responsibility for all aspects of the administration and investments of the Fund. The Pensions Advisory Panel (PAP) act in their role as advisers to the SDFG, taking into account the advice they receive from the Fund's external advisers. They make recommendations to the SDFG on matters relating to the management of the Fund. The management of risks is a key factor in all recommendations made by the Panel, thereby ensuring any risks to the Council arising from the Fund are kept to an acceptable level.

The investment adviser and performance measurement provider carry out the following evaluations which are reviewed by the Pensions Advisory Panel on a quarterly basis:

- independent evaluation and analysis of Fund performance
- reviewing benchmarks and asset allocation; financial markets review; and
- reviewing changes in the investment managers' business (through manager ratings)

Investments are monitored to ensure they are compliant with the LGPS regulations

All the Fund's assets are managed by external investment managers. They are required to provide an audited internal controls report annually to the Fund, which sets out how they ensure the Fund's assets are managed in accordance with their Investment Management Agreement. A range of investment managers have been appointed to diversify manager risk. The Fund's assets are held for safekeeping by the custodian (who also provides independent valuations of the Fund's investments).

The Funding Strategy Statement sets out the key risks (including demographic, regulatory, governance) to not achieving full funding in line with

the strategy. The actuary reports on these risks at each triennial actuarial valuation and more regularly if circumstances require.

## Financial Performance

During 2017.18 the Fund increased in value by £36 million (2.4%) to £1,531 million. A detailed analysis of the movement can be found in the statement of accounts for the Fund at Appendix 2 of this report, and is summarised below.

	£000
<b>Net Assets 31 March 2017</b>	<b>1,494,992</b>
Contributions and Joiners	54,711
Benefits and Leavers	(59,400)
Investment Income Less Taxes	14,470
Management Expenses	(6,422)
Profit on Sale and Change in Investment Value	32,596
<b>Increase in Fund Value</b>	<b>35,955</b>
<b>Net Assets 31 March 2018</b>	<b>1,530,947</b>

During the year the net cash flow for membership; contributions and joiners, less benefits paid and leavers, was negative, a net reduction of £4,689k. The active membership of the Fund has decreased from last year bringing an associated decline in contributions.

During 2017-18 there was a more modest increase in fund value of 2.4%, compared to the previous year's increase of 19%. The significant increase in the previous year was due to the large movements in investment values. Buoyant equity markets and the reduction in the value of sterling led to the very positive investment return for the Fund. Although markets continued to perform strongly in 2017-18 they did not maintain the levels of 2016-17.

# Investment Policy and Performance

## Investment Policy

The Fund is managed with regard to a strategic asset allocation benchmark. This is reviewed every 3 years, following the Fund's triennial actuarial valuation. The strategic asset allocation is set to provide the required return, over the long-term, to ensure that all pension payments can be met. The actual asset allocation may differ from the strategic benchmark within tolerances that are agreed by the Pensions Advisory Panel (PAP) on the advice of the Fund's investment advisers. The distribution of investments is reported to PAP quarterly and monitored monthly by the investments team.

## Investment Environment & Performance

The investment market during the year to 31 March 2018 was characterised by changing levels of investor confidence with global stock markets buoyed in the first three quarters by expectations for global economic growth, abruptly curbed by fears for the development of protectionist trade policies.

Within this economic backdrop and a return to volatility the Fund performance for the year was a return of 3.9%. The longer term performance for the Fund is 7.9% per annum for the previous three years and 9.5% per annum for the preceding five years. The market value of the Fund's investment assets as at 31 March 2018 is £1,521m.

The Southwark Fund is fully committed to collaboration with other local authority partners and in 2015 invested in the London Collective Investment Vehicle (CIV). The London CIV is a collaborative venture between local authorities to deliver benefits of investment scale and efficiency to the participating Funds. The Fund will continue to support the development of the London CIV as an investment vehicle and as at 31 March 2018 50% of the assets of the Fund are under the oversight of the London CIV.

## Commitment to Reducing Fossil Fuel Exposure

In December 2016 the Fund committed to reduce over time the investment exposure to fossil fuels. Since then the fund has made significant progress

toward this long term ambition. The Fund has allocated £300m, c20% of the whole fund to specific low carbon passive equity. The Fund also agreed a new 5% target allocation to sustainable infrastructure, with £30m committed to Glenmont Clean Energy Fund which will invest in solar, wind and bio energy production across UK and Europe.

In September 2017 the Fund agreed a long term plan for the reduction of investment exposure to fossil fuels. This plan set out the goals and objectives for the Fund over the long term.

The Fund's implementation period for fossil fuel reduction is split into three main time horizons, encompassing short, medium and long-term objectives.

- The short term: one-four years (2017-2021)
- The medium term: four-ten years (2021–2027)
- The long term: beyond ten years (2027+)

The plan is separated into four key areas of focus and consideration for the fund:

- Investment Strategy and Actuarial Valuation
- Fund Management and Implementation
- Local Authority Collaboration and Pooling
- Engagement

The Fund has made significant progress in implementing the plan for a reduction in fossil fuel investment during the previous eight months. This includes the decision as part of the triennial investment strategy review to introduce a new 5% asset target allocation to sustainable infrastructure.

The first investment as part of this 5% allocation was agreed in March 2018, with a £30m commitment to Glenmont Clean Energy Fund Europe III. This Fund invests in a range of on and off shore wind farms, solar farms and bio energy across the UK and Europe.

The Fund has also allocated £300m, equal to 20% of the whole fund, to specific low carbon passive equity investments.

It is important that the Fund allows time for these substantial changes to the investment portfolio to be

monitored and assessed in terms of their impact upon return and volatility implications, risk profile as well as the carbon footprint for the fund.

The result of which will be incorporated into the next investment strategy review which will take place following the results of the next actuarial valuation, carried out as at 31 March 2019.

The Fund has elected to measure fossil fuel exposure through carbon footprinting, which is the most commonly used metric for assessment. This metric seeks to assess the carbon footprint of an underlying investment, which can be attributable to the Fund's specific investment. For example the greenhouse gas (GHG) emissions of a particular company can be apportioned to equity investors based upon their proportional equity share of that company.

This assessment is easier to perform for listed equities, due to the wide availability of company specific data, but has been extended to analyse other assets classes within the portfolio. The exception to this assessment is for the 10% allocation to UK Government index linked bonds

In order to carry out this specialist portfolio

assessment, the fund engaged with TruCost, an organisation with significant experience in climate change and investment portfolio data. The initial assessment was calculated as at 30 September 2017. This provided the fund with a starting point for this journey, such that over the long term the Fund can monitor the incremental progress made to reduce the overall portfolio exposure.

The fund will continue to develop and enhance the accuracy of this portfolio assessment over time. For example it will be possible to gain greater clarity over the Fund's property portfolio with the provision of more detailed energy and water usage. Due to the Fund's investment strategy of developing and renovating property to high standards of energy efficiency it is likely that this assessment will provide further evidence of the benefit of the Fund's significant property allocation as a mitigation of the fossil fuel risk in other areas of the portfolio.

Further information on the above can be obtained from the Investment Strategy Statement which has been published on the Southwark Council website and can be accessed from the following link:

<http://www.southwark.gov.uk/council-and-democracy/pensions/pension-fund>

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## Investment Performance

### Performance Relative to Other LGPS Funds

Asset Class	Return 2017-18 (Fund) %	Local Authority Average Return (*) %	Over/(Under) Performance %	Ranking (percentile)
Total Fund	3.9	4.5	-0.6	53
Equities	2.4	4.3	-1.9	58
Alternatives	3.2	5.8	-2.6	45
Property	10.6	9.8	0.8	25

Asset Class	Rank - Percentile				
	1 year	3 years	5 years	10 years	20 years
Total Fund	53	42	18	47	26
Equities	78	26	17	39	53
Alternatives	45	-	-	-	-
Property	25	50	13	33	19

Source: Local Authority Pension Performance Analytics (LAPPA). The LAPPA LGPS Universe comprised of 61 funds at the end of March 2018. The Universe was valued at £177 billion.

As set out in the tables on the previous page, the Fund has performed well over the medium to long term, with relative performance in comparison to other LGPS funds over five years being strong.

Performance for the Fund during 2017-18 was less impressive than the longer-term record, with returns in the bottom half of local authorities for this year. The Fund is a long term investor seeking sustainable returns and short term market movements are less important than consistent strong above average returns.

Since March 2014 the value of the Fund has increased by almost 50%. A slow down of growth in fund value in 2015-16 reflected the uncertainty around the strength of the global economy. This was followed by strong investment returns in 2016-17 and a smaller increase in 2017-18. (see graph below)

### Investment Manager Performance – 2017-18

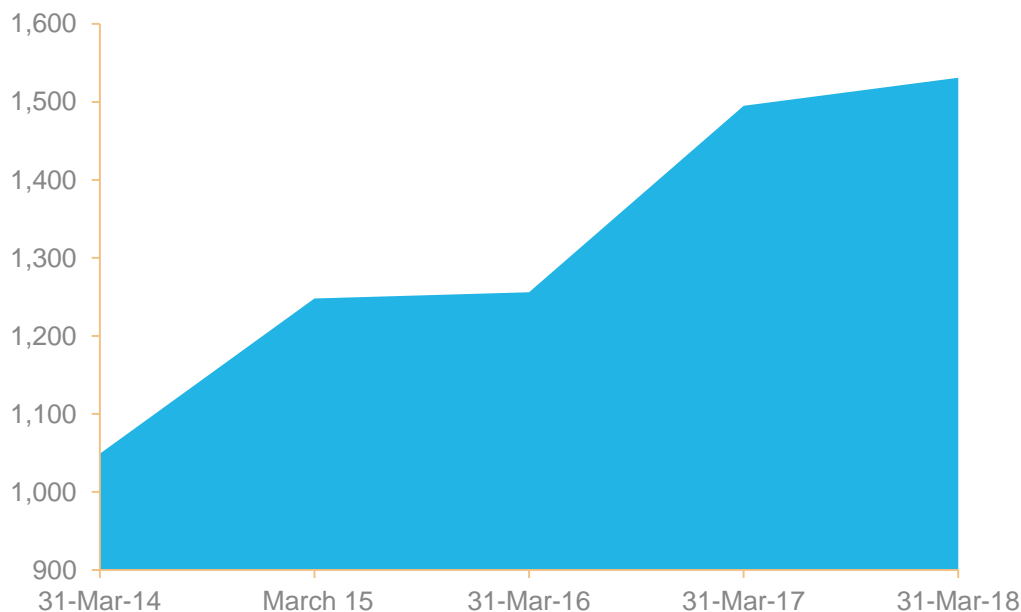
Volatility is picking up across asset classes and the spells of equity market volatility in early 2018 show that the large returns of 2017 will be hard to repeat. There was very low equity market volatility during 2017, with the UK's first base rate increase in over a decade having a minimal effect. Newton, the fund's

active equity manager, have achieved strong absolute returns in the medium term (over 3 and 5 years) but absolute performance has fallen during 2017-18. The increasing volatility in early 2018 has been demonstrated by the fall in returns achieved by Legal and General and BlackRock during 2017-18 with returns falling from the much higher 3 and 5 year levels of 10%.

The Fund's segregated property mandate maintained its strong performance during the year, with a one year absolute return of 12%, which was substantially above the rolling target of 7% over 7 years. This strong performance was achieved amidst a number of direct property acquisitions with their associated transaction costs having an impact on total return.

All four property pooled fund investments have under performed their benchmarks over 1 year. The funds are progressing in their acquisition of assets. This current phase of growth will lead to the implementation of asset management initiatives as the primary means of increasing fund values. Performance numbers during the early years of these funds are of limited use and performance is formally measured over the life of each fund.

## Five Year Analysis of Fund Value





## Performance against benchmark

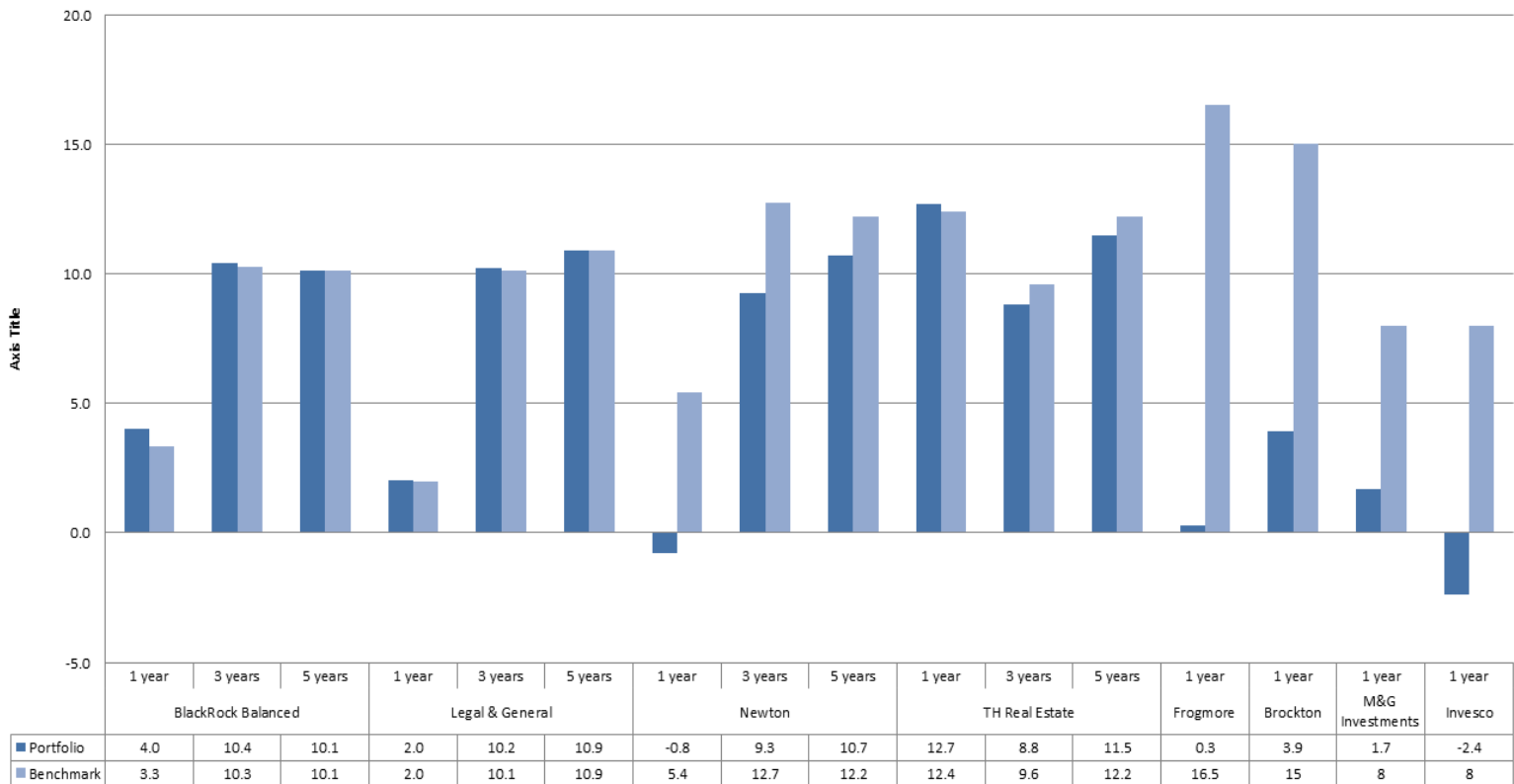
The benchmarks used to measure performance and the targets set are as follows:

Manager	Benchmark	Benchmark Weight (%)	Outperformance target (% pa)
BlackRock	In line with customised benchmarks using monthly mean weights	25.0	-
BlackRock (Diversified Growth Fund)	LIBOR	10.0	+3 net of fees
BlackRock (Absolute Return Bond Fund)	LIBOR	10.0	+4 net of fees
Legal & General	FTSE All World	25.0	-
Newton	FTSE All World	10.0	+3 net of fees
TH Real Estate	IPD All Property	14.0	Annualised total return of 7% over rolling 7 year period
Frogmore	16.5% pa absolute return	1.5	-
Brockton	15.0% pa absolute return	1.5	-
Invesco	8.5% pa absolute return	1.5	-
M&G	8.0% pa absolute return	1.5	-

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The graph below sets out the investment performance of the total Fund and individual managers against benchmark over 1, 3 and 5 year periods to 31<sup>st</sup> March 2018

Fund Manager Performance



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Investment Manager Performance – 2017-18

Volatility is picking up across asset classes and the spells of equity market volatility in early 2018 show that the large returns of 2017 will be hard to repeat. There was very low equity market volatility during 2017, with the UK’s first base rate increase in over a decade having a minimal effect. Newton, the fund’s active equity manager, have achieved strong absolute returns in the medium term (over 3 and 5 years) but absolute performance has fallen during 2017-18. The increasing volatility in early 2018 has been demonstrated by the fall in returns achieved by Legal and General and BlackRock during 2017-18 with returns falling from the much higher 3 and 5 year levels of 10%.

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All four property pooled fund investments have under performed their benchmarks over 1 year. The funds are progressing in their acquisition of assets.

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Total Fund Performance Relative to Liabilities

Performance	3 months %	1 year %	3 years (% p.a.)
Total Fund	-2.1	3.9	8.0
Index Linked Gilts	0.2	0.7	7.8
<b>Relative</b>	<b>-2.3</b>	<b>3.2</b>	<b>0.2</b>
Liability Target - Aon Hewitt	1.1	4.6	4.6
<b>Relative</b>	<b>-3.2</b>	<b>-0.7</b>	<b>3.4</b>

The table above shows the total fund performance relative to its liabilities. The Fund underperformed index-linked bonds over three months, but

outperformed over one year and three year periods by 3.2% and 0.2% respectively.

The target liability return shown is the 4.6% p.a. required as per the formal actuarial valuation on 31 March 2016. As can be seen above over the last three years the Fund has produced a return above that required in the actuarial valuation, outperforming by 3.4% p.a.

## Asset Allocation and Holdings by Asset Class

The actual asset allocation compared to the strategic asset allocation at 31 March 2018 is set out below. The table indicates that the Fund was underweight to its target property allocation (-2.5%) and overweight in its equities allocation (+4.8%), and broadly in line with the strategic allocation for all other asset classes.

Asset Class	Asset Value £m	Actual %	Strategic %	Relative %
Equities	834	54.8	50.0	4.8
Index Linked Gilts	157	10.3	10.0	0.3
Fixed Interest Gilts	9	0.6	0.0	0.6
Absolute Return Bonds	125	8.2	5.0	3.2
Multi Asset Fund	127	8.3	10.0	-1.7
Property	266	17.6	20.0	-2.4
Sustainable Infrastructure	0	0	5.0	-5.0
Cash and Other	3	0.2	0.0	0.2
<b>Total Investment Assets</b>	<b>1,521</b>	<b>100.0</b>	<b>100.0</b>	<b>0.0</b>

## The holdings with individual fund managers at 31 March 2018 were as follows:

Investment Manager	Value at 31 March 18 £000s	% of Fund
BlackRock	688,588	45%
Legal & General Investment Managers	407,059	27%
TH Real Estate	219,873	15%
Newton Investment Management	156,441	10%
M&G Real Estate	20,938	1%
Invesco Real Estate	14,541	1%
Brockton Capital LLP	7,791	1%
Frogmore Real Estate Partners	4,048	-
London CIV	150	-
<b>Total</b>	<b>1,519,429</b>	

## Membership of External Bodies

### Pensions and Lifetime Savings Association (PLSA)

The Pensions and Lifetime Savings Association is the national association with a ninety-year history of helping pensions professionals run better pension schemes. With the support of over 1,300 pension schemes and over 400 supporting businesses, the PLSA is described as the voice for pensions and lifetime savings in Westminster, Whitehall and Brussels.

PLSA purpose is to help everyone to achieve a better income in retirement, working to get more money into retirement savings, to get more value out of those savings and to build the confidence and understanding of savers.

#### Contact Details

Pensions and Lifetime Savings Association  
Cheapside House  
138 Cheapside  
London EC2V 6AE

Telephone: 020 7601 1700

Website: <http://www.plsa.co.uk>

### **Local Authority Pension Fund Forum (LAPFF)**

The Fund is a member of the Local Authority Pension Fund Forum (LAPFF), which exists to promote the investment interests of local authority pension funds and to maximise their influence as shareholders whilst promoting corporate social responsibility and high standards of corporate governance amongst the companies in which they invest.

The LAPFF is the UK's leading collaborative shareholder engagement group, bringing together 70 local authority pension funds from across the country with combined assets of over

£175 billion. The Forum provides a unique opportunity for Britain's local authority pension funds to discuss investment issues and shareholder engagement.

The LAPFF addresses the key areas of concern, set out below, for responsible owners which include environmental, social and governance (ESG) issues:

- Environmental issues (e.g. Greenhouse gas emission, mineral exploration, waste disposal)
- Supply chain labour standards – reputational risks
- Boardroom structures
- Directors' remuneration
- Appointment of and role of auditors
- Accounting Standards

#### Contact Details

Email: [info@lapfforum.org](mailto:info@lapfforum.org)

Website: <http://www.lapfforum.org/>

# Scheme Administration

## Key Administration Performance Indicators

Although the LGPS is a national scheme, it is administered locally. Southwark Council has a statutory responsibility to administer the pensions benefits payable from the Fund on behalf of the participating employers and the past and present members and their dependants.

Pensions Services work to an agreed set of targets based on the number of working days between the date all of the information is available to Pensions Services and the date the case is authorised/finalised. The authorised/finalised date is when the benefits are set up for payment or information requested is sent out.

The table below sets out performance against benchmark for each of the key tasks for 2017-18.

Task	Target Days	Total	Within Target	% Within Target	Average Days
Starters	10	43	42	97.68	1
Transfers In (Actual)	10	30	1	3.33	265
Transfers Out (Actual)	10	53	33	62.26	70
Refund	10	139	30	21.58	107
Preserved Benefit	15	181	24	13.25	202
Estimate Benefit	10	251	137	54.58	26
Retirement	5	244	125	51.22	43
Death in Service	5	4	1	25.00	70
Death on Pension	5	151	68	45.03	90

## Membership of the Fund

The Fund provides pensions for:

- employees of Southwark Council.
- employees of a number of admitted bodies, i.e. organisations that participate in the scheme via an admission agreement. Examples of admitted bodies are not for profit organisations with a link to the council and contractors who have taken on the council's services and therefore staff have been transferred.
- employees of scheduled bodies, i.e. organisations which have the right to be a member of the LGPS under the regulations (e.g. academies).

matured over the last five years, with deferred and pensioner members increasing gradually.

During 2017-18, 8 individuals received enhanced benefits because of ill-health

As can be seen from the table on the right, the membership is increasing partly due to the introduction of auto enrolment. The Fund has

Membership	2014	2015	2016	2017	2018
Actives	6,812	7,210	7,117	6,914	6,291
Pensioners	6,781	6,913	7,212	7,483	7,620
Deferred	7,569	7,705	7,858	9,063	10,269
<b>Total</b>	<b>21,162</b>	<b>21,828</b>	<b>22,187</b>	<b>23,460</b>	<b>24,180</b>

## Cost of pension fund administration

The cost of administering the pension fund in 2017-18 was £0.8million, representing £33.09 per scheme member.

## -Employers in Fund

The following table summarises the number of active employers in the Fund analysed by scheduled bodies and admitted bodies during the financial year. During the year two admitted bodies exited the scheme.

There are no ceased employers who have outstanding liabilities. The Fund has a policy in place which provides that all ceasing employers' liabilities are subsumed into the council's share of the Fund. As part of this policy, each admitted employer is given a fixed employer contribution rate on commencement in the Fund. Any variances in the rate over time are either treated as a saving or a cost to the contracting department. The purpose of this policy is to ensure that the full cost of pensions is reflected in contracts and those uncertainties around pension costs do not influence the contract price quoted by providers.

Active	
Scheduled Body	23
Admitted Body	23
<b>Total</b>	<b>46</b>

## Participating Employers

Appendix 1 lists the admitted and scheduled bodies participating in the Fund at 31 March 2018 and sets out the contributions paid by employees and employers during the year for each employer.

## Application of Communications Strategy

The Annual Benefit Statements for 2016-17 were distributed in August 2017.

A number of information sessions were provided to targeted groups of staff and more general information briefings have also been provided

across the council. As part of the roll-out in schools and other employers of i-Connect software, by which data will be submitted securely, efficiently and timeously, training was also provided to scheme employers about its use and more generally about the scheme.

Following a review of the pensions information on Southwark Council's website, the 'Pensions' section has been structured differently to make it easier for members, prospective members and employers to find relevant information. The content has also been reviewed and updated where appropriate. As well as new sections, use is also being made of the website to broadcast important alerts to members.

The Member Self Service (MSS) portal has also been upgraded to a more user-friendly version and will be developed as a 'one stop shop' for members looking to find out more about their pension and to check and update the information held about them. Active and deferred members will be made aware of this through a newsletter to be issued in late summer 2018.

A pensioners newsletter was sent out to all pensioners in April 2018 which updated members about pension increases and provided other relevant information, for example about planning ahead, the state pension, protecting personal data and keeping personal up-to-date. Other members will receive a newsletter with this year's annual benefit statements. This will cover a range of relevant topics and will also make them aware of the enhanced MSS.

The communications strategy has recently been reviewed. The proposed new version makes more explicit how the council communicates with scheme members and other interested parties and has more detailed information about different information types, how they are communicated and their frequency. It is due to be considered for approval later in 2018.

The current pensions services communications strategy is attached at Appendix 5.



# Further information

Queries regarding Benefits or Cost of Membership

[pensions@southwark.gov.uk](mailto:pensions@southwark.gov.uk)

0207 525 4924

Queries regarding Fund Investments & Accounts

Alex Moylan

Senior Finance Manager – Treasury & Pensions

Telephone: 020 7525 0040

E-mail: [alex.moylan@southwark.gov.uk](mailto:alex.moylan@southwark.gov.uk)

Or you can write to us at:

London Borough of Southwark Pension Fund

Finance & Governance

Pensions Investments

PO BOX 64529

London SE1P 5LX

## External Sources of Information

The Pensions Regulator

Napier House

Trafalgar Place

Brighton

East Sussex

BN1 4DW

Telephone: 0345 600 5666

Website: [www.thepensionsregulator.gov.uk](http://www.thepensionsregulator.gov.uk)

The Pensions Service

Tyneview Park

Whitley Road

Newcastle-Upon-Tyne

NE98 1BA

Telephone: 191 218 7777

The Pensions Tracing Service can help ex-members of Pension Schemes, who may have lost touch with previous employers, to trace their pension entitlements.

# Glossary

## **Absolute Return Fund**

A fund that aims to deliver positive returns in all market conditions, with low volatility. This is achieved through the use of financial instruments such as derivatives to protect against downside risk and generate higher returns.

## **Actuary**

An independent consultant who advises the Fund and reviews the financial position of the Fund every three years. The actuary then produces a report, known as the actuarial valuation report, which compares the Fund's assets with its liabilities and prescribes the rates at which the employing bodies must contribute.

## **Added Years**

Additional service that a member of the Fund can buy by paying extra contributions to the Fund providing that Inland Revenue limits on pension and contributions are not exceeded.

## **Additional Voluntary Contributions (AVCs)**

An option available to individual members to secure additional pension benefits by making regular payments to the Pension Fund's AVC provider up to a maximum of 15% of total earnings.

## **Asset Allocation**

The apportionment of a fund's assets between asset classes and/or world markets. The long-term strategic asset allocation of a fund will reflect the fund's investment objectives. In the short term, the fund manager can aim to add value through tactical asset allocation decisions.

## **Asset Class**

A collective term for investments of a similar type. The main asset classes are equities (shares), bonds, cash and property.

## **Basis Point**

One hundredth of 1% (i.e. 0.01%).

## **Benchmark**

A standard against which the performance of an investment can be compared. Asset allocation benchmarks vary from peer group to customized benchmarks tailored to a particular fund's requirements.

## **CARE Scheme**

Career Average Revalued Earnings - where pension is built up as a proportion of pensionable pay - 1/49th for each year in the LGPS 2014. Therefore, instead of calculating pension with reference to final salary on retirement, the LGPS 2014 uses the average of annual earnings over membership of the LGPS. Earlier years are revalued by inflation (CPI) to ensure that each year's salary is of equivalent real value

## **Cash Transfer Values**

The capital value of a benefit entitlement paid into or withdrawn from the Fund when an employee joins or leaves the scheme with a pension transfer.

## **Corporate Bond**

Corporate bonds are when an investor loans money to an entity for a defined period for either a fixed or a variable interest rate.

### **Custody**

Administering of securities by a financial institution. The custodian bank keeps a record of a client's investments and may also collect income, process tax reclaims and provide other services, according to client instructions. The custodian physically holds the securities for safe-keeping

### **Deferred Pension**

The pension benefit payable from Normal Retirement Age to a member of the Fund who has ceased to contribute as a result of leaving employment or opting out of the pension scheme before retirement age.

### **Defined Benefit Scheme**

A type of pension scheme where the pension that will ultimately be paid to the employee is fixed, usually as a percentage of final salary. It is the responsibility of the sponsoring organisation to ensure that sufficient assets are set aside to meet the pension promised.

### **Diversification**

The spreading of investment funds among different types of assets, markets and geographical areas in order to reduce risk.

### **Diversified Growth Funds**

Investment products that utilise a variety of liquid assets, strategies and investment horizons in order to deliver real capital appreciation over the medium to long term

### **Emerging Markets**

Stock Markets in developing countries (as defined by the World Bank).

### **Equities**

Ordinary shares in UK and Overseas companies traded on a recognised stock exchange. Shareholders have an interest in the profits of the company and are entitled to vote at shareholders' meetings.

### **Final Pensionable Pay**

Pensionable Pay earned in the last 12 months before retirement (or any one of the previous two years if annual earnings in either of these years are higher).

### **Final Salary Scheme**

A pension scheme that provides a pension and a lump sum benefit calculated as a proportion of a member's pay in their last year of membership depending on the length of membership in the scheme.

### **Fixed Interest**

An income stream which remains constant during the life of the asset, such as income derived from bonds, annuities and preference shares.

### **Index**

A calculation of the average price of shares, bonds, or other assets in a specified market to provide an indication of the average performance and general trends in the market.

### **Index Linked Gilts**

Gilts where the principal is indexed to inflation on a daily basis in terms of the Consumer Price Index (CPI)

### **Mandate**

The agreement between a client and investment manager laying down how the fund is to be

managed. May include performance targets by reference to a benchmark.

### **Valuation**

A summary of an investment portfolio showing the holdings and their value as at a certain date.

### **Market Value**

The price at which an investment can be bought or sold at a given date.

### **Pensionable Pay**

Basic pay excluding non-contractual overtime, bonus and shift payments.

### **Pooled Funds**

Pooled Funds are funds which manage the investments of more than one investor on a collective basis. Each investor is allocated units which are revalued at regular intervals. Income from these investments is normally returned to the pooled fund and increases the value of the units.

### **Return**

The value received (income plus capital) annually from an investment, usually expressed as a percentage.

### **Unconstrained Equity Investing**

Mandates where the investment manager is expected to construct and manage their portfolio of stocks in a way that reflects their judgment, without being hindered by limits sets relative to a benchmark index. The manager may also be free to invest a high proportion in cash if they have a negative view on equity markets. Generally, there would be few investment restrictions, although a mandate would rarely be totally unconstrained.

### **Unlisted Securities**

Holdings in companies which do not form part of the main stock market. They may be developing companies or smaller companies whose shares are not frequently traded. Unlisted securities are usually less liquid than those traded in the main markets.

# Appendix 1: Contributing Employers & Amounts Received 2017/18

Name	Total Employee Contributions (£000)	Total Employer Contributions (£000)	Total Contributions (£000)
<b>Administering Authority</b>			
London Borough of Southwark	10,603.00	36,921.00	47,524.00
<b>Scheduled Bodies</b>			
Ark All Saints Academy	64.80	135.69	200.49
Ark Globe Academy	89.50	136.25	225.74
Ark Walworth Academy	64.49	132.99	197.48
Bacons College	94.69	220.65	315.33
Compass Free School	18.33	46.77	65.10
Dulwich Hamlet	30.60	78.22	108.82
The Belham School (part of Dulwich Hamlet)	18.62	51.51	70.13
Goose Green	33.09	77.98	111.07
Galley Wall Primary School	9.96	25.51	35.48
Harris Academy Bermondsey	41.53	69.54	111.07
Harris Academy at Peckham	56.57	119.41	175.97
Harris Peckham Free School	18.11	33.57	51.68
Harris Primary Academy Peckham Park	22.49	50.60	73.09
Harris Boys Academy	37.32	77.30	114.62
Harris Girls Academy	39.88	87.60	127.48
Harris Primary East Dulwich	11.19	25.82	37.01
John Donne	40.59	104.18	144.77
Judith Kerr Free School	12.29	35.60	47.89
Kingsdale Foundation School	34.82	90.22	125.04
Newlands Academy (AET)	25.39	71.22	96.61
Redriff Primary Academy	46.38	113.01	159.39
The Angel Oak Academy (Gloucester)	30.26	92.28	122.55
The Charter School Educational Trust (ED)	92.62	170.87	263.49
University Academy Engineering South Bank (UAESB)	16.91	54.04	70.95
<b>Scheduled Bodies Total</b>	<b>950.43</b>	<b>2,100.83</b>	<b>3,051.26</b>

Name	Total Employee Contributions (£000)	Total Employer Contributions (£000)	Total Contributions (£000)
<b>Admitted Bodies</b>			
APCOA	0.53	1.81	2.34
Cofely ENGIE	2.01	6.10	8.10
Brandon Trust	14.55	39.09	53.64
Browning Tenant Management	7.46	19.59	27.05
Camden Day Centre	7.81	23.13	30.94
Capita - closed November 2017	3.71	10.64	14.35
Chequers - Camelot	0.86	2.87	3.73
Chequers2 - Goodrich	0.86	2.77	3.62
Civica - closed July 2017	1.75	5.55	7.30
Centre for Literacy (CLPE)	3.33	12.87	16.20
D Brice & Co Ltd	0.84	3.00	3.84
HATS	1.34	4.92	6.26
Interserve (MacLelans)	1.65	7.03	8.68
Leather Market	20.61	24.57	45.18
Mears Group	5.30	14.71	20.01
Southwark Law Centre	32.73	109.62	142.36
Sports and Leisure Management	10.57	38.98	49.55
Sherman & Waterman Associates	0.23	0.88	1.11
South London Gallery - SLG	8.33	14.47	22.80
Pabulum	0.85	2.76	3.61
Veolia	146.60	458.11	604.71
Principles Catering	2.53	7.76	10.29
Southwark Diocesan B of E	8.01	7.30	15.31
<b>Admitted Bodies Total</b>	<b>282.48</b>	<b>818.52</b>	<b>1,101.00</b>
<b>Total Pension Contributions 2017-18*</b>	<b>11,892.00</b>	<b>40,027.00</b>	<b>51,919.00</b>

\* Total contributions for the financial year 2017-18 as set out in the statement of accounts on page30 includes accounting adjustments relating the over accrual of outstanding contributions from the 2016-17 financial year.



## Appendix 2: LONDON BOROUGH OF SOUTHWARK PENSION FUND STATEMENT OF ACCOUNTS

### FUND ACCOUNT

	Note	2017-18		2016-17	
		£000	£000	£000	£000
<b>Dealings with members, employers and others directly involved in the fund</b>					
Contributions	6	(51,919)		(52,212)	
Transfers in from other pension funds	7	(2,792)		(3,577)	
<b>Sub total</b>			<b>(54,711)</b>		<b>(55,789)</b>
Benefits	8	55,276		57,367	
Payments to and on account of leavers	9	4,124		2,902	
<b>Sub total</b>			<b>59,400</b>		<b>60,269</b>
<b>Net reduction/(addition) from dealing with members of the fund</b>			<b>4,689</b>		<b>4,480</b>
<b>Management expenses</b>	10		<b>6,422</b>		<b>5,096</b>
<b>Returns on investments</b>					
Investment income	11	(14,743)		(14,324)	
Taxes on income	11	273		175	
Profit and losses on disposal of investments and changes in market value of investments	12	(32,596)		(234,037)	
<b>Net return on investments</b>			<b>(47,066)</b>		<b>(248,186)</b>
<b>Net (increase)/decrease in the net assets available for benefits during the year</b>			<b>(35,955)</b>		<b>(238,610)</b>
Opening net assets of the scheme			<b>(1,494,992)</b>		(1,256,382)
<b>Net assets of the scheme available to fund benefits at 31 March</b>			<b>(1,530,947)</b>		<b>(1,494,992)</b>

### NET ASSETS STATEMENT

	Note	31 March 2018 £000	31 March 2017 £000
Investment assets	12	1,521,727	1,487,842
Current assets	13	14,649	13,612
Current liabilities	13	(5,429)	(6,462)
<b>Net assets of the scheme available to fund benefits at 31 March</b>		<b>1,530,947</b>	<b>1,494,992</b>

The fund's financial statements do not take account of liabilities to pay pensions and other benefits after the period end. The estimated actuarial present value of promised retirement benefits is disclosed at Note 19.

# NOTES TO THE PENSION FUND STATEMENTS

## 1. INTRODUCTION

The Pension Fund is part of the Local Government Pension Scheme (LGPS) and is administered by Southwark Council (the council).

The following description of the fund is a summary only. For more detail, reference should be made to the Pension Fund Annual Report 2017-18 and the underlying statutory powers underpinning the scheme, namely the Public Service Pension Act 2013 and the LGPS Regulations.

### a) General

The scheme is governed by the Public Service Pension Act 2013. The fund is administered in accordance with the following secondary legislation:

- The Local Government Pension Scheme Regulations 2013 (as amended)
- The Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 (as amended)
- The Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016 (as amended).

It is a contributory defined benefit scheme that provides pensions and other benefits for former employees of the council and other admitted organisations.

The overall investment strategy is the responsibility of the council. This responsibility is delegated to the strategic director of finance and governance, taking account of the advice of the Pensions Advisory Panel. In line with the provisions of the Public Services Pensions Act 2013, the council has set up a Local Pension Board to assist the council in its role as scheme manager of the Pension Fund. The Board meets on a quarterly basis and has its own terms of reference. Board members are independent of the Pensions Advisory Panel.

### b) Membership

Membership of LGPS is voluntary and employees are free to choose whether to join the scheme, remain in the scheme or make their own personal arrangements outside of the scheme.

Organisations participating in the Fund include:

- Scheduled bodies, which are largely academies and similar bodies whose staff are automatically entitled to be members of the fund
- Admitted bodies, which are other organisations that participate in the Fund under an admission agreement between the Fund and the relevant organisation. Admitted bodies include voluntary, charitable and similar bodies or private contractors undertaking a local authority function following outsourcing to the private sector.

A list of participating organisations and their contributions for the financial year 2017-18 is included within the Pension Fund Annual Report 2017-18. This is available from the council website on the following link.

[https://www.2.southwark.gov.uk/downloads/download/2717/pension\\_fund\\_annual\\_report](https://www.2.southwark.gov.uk/downloads/download/2717/pension_fund_annual_report)

	31 March 2018	31 March 2017
Number of contributors to the Fund	6,291	6,914
Number of contributors and dependants receiving allowances	7,620	7,483
Number of contributors who have deferred their pensions	10,269	9,063

### c) Funding

Benefits are funded by contributions and investment earnings. Contributions are made by active members of the fund in accordance with the LGPS Regulations 2013 and range from 5.5% to 12.5% of pensionable pay for the financial year ending 31 March 2018. Employee contributions are matched by employers' contributions, which are set in accordance with the triennial actuarial funding valuations, the last being at 31 March 2016. For the 2017-18 financial year primary employer contribution rates ranged from 7.3% to 17.8% of pensionable pay, plus additional deficit payments where appropriate.

### d) Benefits

Prior to 1 April 2014, pension benefits under the LGPS were based on final pensionable pay and length of pensionable service, summarized in the following table:

	<b>Service Pre 1 April 2008</b>	<b>Service post 31 March 2008</b>
Pension	Each year worked is worth 1/80 x final pensionable salary	Each year worked is worth 1/60 x final pensionable salary
Lump sum	Automatic lump sum of 3 x pension. In addition, part of the annual pension can be exchanged for a one-off tax-free cash payment. A lump sum of £12 is paid for each £1 of pension given up.	No automatic lump sum. Part of the annual pension can be exchanged for a one-off tax-free cash payment. A lump sum of £12 is paid for each £1 of pension given up.

From 1 April 2014, the scheme became a career average scheme, whereby members accrue benefits based on their pensionable pay in that year at an accrual rate of 1/49<sup>th</sup>. Accrued pension is uprated annually in line with Consumer Prices Index.

## 2. BASIS OF PREPARATION

The Statement of Accounts summarises the fund's transactions for the 2017-18 financial year and its position at year-end as at 31 March 2018. The accounts have been prepared in accordance with the *Code of Practice on Local Authority Accounting in the United Kingdom 2017-18*, which is based upon International Financial Reporting Standards (IFRS), as amended for the UK public sector.

The accounts summarise the transactions of the fund and report on the net assets available to pay pension benefits. The accounts do not take account of obligations to pay pensions and benefits, which fall due after the end of the financial year.

## 3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Fund Account – Revenue Recognition

### a) Contributions income

Normal contributions, both from the members and from the employer, are accounted for on an accruals basis at the percentage rate recommended by the fund actuary in the payroll period to which they relate.

Employers' augmentation contributions and pension strain contributions are accounted for in the period in which the liability arises. Any amount due in year but unpaid will be classed as a current financial asset.

### b) Transfers to and from other schemes

Transfer values represent the amounts received and paid during the year for members who have either joined or left the fund during the financial year and are calculated in accordance with the Local Government Scheme Regulations. Individual transfers in or out are accounted for when received or paid, which is normally when the member liability is accepted or discharged.

Transfers in from members wishing to use the proceeds of their additional voluntary contributions to purchase scheme benefits are accounted for on a receipts basis and are included in Transfers In. Bulk group transfers are accounted for on an accruals basis in accordance with the terms of the transfer agreement.

### c) Investment income

Interest income is recognised in the fund account as it accrues, using the effective interest rate of the financial instrument as at the date of acquisition or origination. Income includes the amortisation of any discount or premium, transaction costs or other differences between the initial carrying amount of the instrument and its amount at maturity calculated on an effective interest rate basis.

Dividend income is recognised on the date the shares are quoted ex-dividend. Any amount not received by the end of the reporting period is disclosed in the net assets statement as a current investment asset.

Distributions from pooled funds are recognised at the date of issue. Any amount not received by the end of the reporting period is disclosed in the net assets statement as a current investment asset. Property related income consists primarily of rental income. Rental income from operating leases on properties owned by the fund is recognised on a straight-line basis over the term of the lease. Any lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease.

Contingent rents based on the future amount of a factor that changes other than with the passage of time, such as turnover rents, are only recognised when contractually due.

Changes in the net market value of investments (including investment properties) are recognised as income and comprise all realised and unrealised profits and or losses during the year.

d) Fund account – benefits payable

Pensions and lump sum benefits payable include all amounts known to be due as at the end of the financial year. Any amounts due but unpaid are disclosed in the net assets statement as current liabilities

e) Fund account – taxation

The fund is a registered public service scheme under section 1(1) of Schedule 36 of the Finance Act 2004 and as such is exempt from UK income tax on interest received and from capital gains tax on the proceeds of investments sold. Income from overseas investments suffers withholding tax in the country of origin, unless exemption is permitted. Irrecoverable tax is accounted for as a fund expense as it arises.

f) Management Expenses

The Code does not require any breakdown of pension fund administrative expenses. However, in the interests of greater transparency, the council discloses its pension fund management expenses in accordance with the CIPFA guidance Accounting for Local Government Pension Scheme Management Costs.

Administrative expenses

All administrative expenses are accounted for on an accruals basis. All staff costs of pensions administration are charged direct to the fund. Management, accommodation and other overheads are apportioned to the fund in accordance with council policy.

Oversight and Governance costs

All oversight and governance expenses are accounted for on an accruals basis. All staff costs associated with governance and oversight are charged direct to the fund. Management, accommodation and other overheads are apportioned to the fund in accordance with council policy.

Investment management expenses

All investment management expenses are accounted for on an accruals basis. Fees for the fund managers and custodian are agreed in the respective mandates governing their appointments and are based broadly on the market value of the investments under their management and therefore increase or reduce as the value of these investments change.

## Net Asset Statement

### g) Financial assets

Financial assets are included in the net assets statement on a fair value basis as at the reporting date. A financial asset is recognised in the net assets statement on the date the fund becomes party to the contractual acquisition of the asset. From this date any gains or losses arising from changes in the fair value of assets are recognised by the fund. The values of investments as shown in the net assets statement have been determined as follows:

- Equity investments, unit trusts and unitised insurance policies at their market bid price on 31 March each year.
- Foreign currency transactions have been brought into the accounts at the exchange rate that was in force when the transaction took place.
- End of year balances on foreign currency transactions have been translated at the exchange rate on 31 March each year.
- Investment assets have been valued and included in the accounts at bid price except for derivative contracts which are valued on the basis of unrealised gains and losses.
- Property unit trusts have been included at net asset price.

### h) Freehold and leasehold property

Property assets have been included in the accounts at fair value as at 31 March each year. The valuation of direct property managed by TH Real Estate is carried out annually by an independent valuer.

### i) Derivatives

The fund uses derivative financial instruments to manage its exposure to specific risks arising from its investment activities. The fund does not hold derivatives for speculative purposes. The future value of forward currency contracts is based on market forward exchange rates at the year-end date and determined as the gain or loss that would arise if the outstanding contract were matched at the year-end with an equal and opposite contract.

### j) Cash and cash equivalents

Cash comprises cash in hand and demand deposits. Cash equivalents are short-term highly liquid investments that are readily convertible to known amounts of cash and that are subject to minimal risk of changes in value.

### k) Financial liabilities

The fund recognises financial liabilities at fair value as at the reporting date. A financial liability is recognised in the net assets statement on the date the fund becomes party to the liability. From this date any gains or losses arising from changes in the fair value of the liability are recognised by the fund.

### l) Actuarial Present Value of Promised Retirement Benefits

The actuarial present value of promised retirement benefits is assessed on a triennial basis by the scheme actuary in accordance with the requirements of IAS 19 and relevant actuarial standards. As permitted under IAS 26, the fund has opted to disclose the actuarial present value of promised retirement benefits by way of a note in the net assets statement.

### m) Additional voluntary contributions

The fund provides an additional voluntary contributions (AVC) scheme for its members, the assets of which are invested separately from those of the pension fund. AVCs are not included in the accounts but are disclosed as a note (Note 6).

## 4. CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES

The pension fund liability is calculated every three years by the appointed actuary, with annual updates in the intervening years. The methodology used is in line with accepted guidelines and in accordance with IAS 19. Assumptions underpinning the valuations are agreed with the actuary and are summarised in Note 19. This estimate is subject to significant variances based on changes to underlying assumptions.

## 5. ASSUMPTIONS MADE ABOUT THE FUTURE AND OTHER MAJOR SOURCES OF ESTIMATION UNCERTAINTY

The Statements contain estimated figures that are based on assumptions made by the council about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, as balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

Item	Uncertainties	Effect if actual results differ from assumptions
Actuarial present value of retirement benefits (Note 19)	This applies to the estimation of the net liability to pay pensions, which depends upon a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets.  The council's actuaries are engaged to provide the Fund with expert advice about the assumptions to be applied.	A 1.0% change in the discount rate is estimated to change the present value of pension liability by £215m
Freehold and leasehold property, pooled property funds (Note 12)	Valuation techniques are used to determine the carrying amount of pooled property funds and directly held freehold and leasehold property. Where possible these valuation techniques are based on observable data, but where this is not possible, management uses the best available data. Changes in the valuation assumptions used, together with significant changes in rental growth, vacancy levels or the discount rate could affect the fair value of property.	The effect of variations in the factors supporting the valuation, estimated to be 3% would be an increase or decrease in the value of directly held property of £8m, on a fair value of £266m.

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## 6. CONTRIBUTIONS RECEIVABLE

Contributions represent the total amount receivable from employees and employers of the scheme.

	2017-18			2016-17		
	Employees £000	Employers £000	Total £000	Employees £000	Employers £000	Total £000
Southwark Council	(10,603)	(36,921)	(47,524)	(10,906)	(37,315)	(48,221)
Admitted bodies	(280)	(811)	(1,091)	(298)	(873)	(1,171)
Scheduled bodies	(1,009)	(2,295)	(3,304)	(905)	(1,915)	(2,820)
<b>Total Contributions</b>	<b>(11,892)</b>	<b>(40,027)</b>	<b>(51,919)</b>	<b>(12,109)</b>	<b>(40,103)</b>	<b>(52,212)</b>

Contributions receivable from employers are shown below:

	2017-18 £000	2016-17 £000
Normal	(26,136)	(23,075)
Early retirement strain	(2,225)	(3,840)
Deficit funding	(11,666)	(13,188)
<b>Total contributions from employers</b>	<b>(40,027)</b>	<b>(40,103)</b>
Contributions from employees	(11,892)	(12,109)
<b>Total Contributions</b>	<b>(51,919)</b>	<b>(52,212)</b>

During 2017-18 employees made Additional Voluntary Contributions (AVCs) of £165k (£179k in 2016-17). The value of the AVCs at 31 March 2018 was £2.8 million (£2.6 million at 31 March 2017).

## 7. TRANSFERS IN FROM OTHER PENSION FUNDS

Transfers in from other pension funds were as follows:

	2017-18 £000	2016-17 £000
Individual transfers	(2,792)	(3,577)
<b>Total transfers in from other pension funds</b>	<b>(2,792)</b>	<b>(3,577)</b>

## 8. BENEFITS PAYABLE

The table below shows the types of benefit payable by category:

	2017-18 £000	2016-17 £000
Pensions	47,669	44,118
Commutation of pensions and lump sum retirement benefits	6,338	11,960
Lump sums – death benefits	1,269	1,289
<b>Total benefits payable</b>	<b>55,276</b>	<b>57,367</b>

The table below shows the total benefits payable grouped by entities:

	2017-18 £000	2016-17 £000
Southwark Council	53,193	55,182
Admitted bodies	1,437	1,431
Scheduled bodies	646	754
<b>Total benefits payable</b>	<b>55,276</b>	<b>57,367</b>

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## 9. PAYMENTS TO AND ON ACCOUNT OF LEAVERS

	2017-18 £000	2016-17 £000
Refund of contributions	76	94
State Scheme Premiums	-	40
Individual transfers out to other schemes	4,048	2,768
<b>Total payments</b>	<b>4,124</b>	<b>2,902</b>

## 10. MANAGEMENT EXPENSES

	2017-18 £000	2016-17 £000
Administrative costs	1,398	1,579
Investment and management expenses	4,698	3,103
Oversight and governance costs	326	414
<b>Total management expenses</b>	<b>6,422</b>	<b>5,096</b>

During 2017-18, the fee for external audit services for the pension fund was £23k (£21k in 2016-17).

The table below shows the total investment and management expenses

	2017-18 £000	2016-17 £000
Management fees	3,063	2,342
Performance fees	-	-
Property management expenses	1,567	694
Custody fees	68	67
<b>Total investment expenses</b>	<b>4,698</b>	<b>3,103</b>



The pension fund incurred expenses of £0.8m in relation to services provided by the council during 2017-18 (£1.0m during 2016-17).

## 11. INVESTMENT INCOME

	2017-18 £000	2016-17 £000
Dividends from equities	(3,493)	(3,404)
Income from pooled investment vehicles	(2,904)	(2,034)
Rent from properties	(8,211)	(8,819)
Interest on cash deposits	(9)	(10)
Other income	(126)	(57)
<b>Total investment income before taxes</b>	<b>(14,743)</b>	<b>(14,324)</b>
Taxes on income	273	175
<b>Total investment income after taxes</b>	<b>(14,470)</b>	<b>(14,149)</b>

## 12. INVESTMENT ASSETS

	31 March 2018 £000	31 March 2017 £000
<b>Bonds</b>		
Quoted Overseas	8,582	11,702
<b>Equity</b>		
Quoted UK	17,340	11,353
Quoted Overseas	130,416	130,931
<b>Pooled Funds</b>		
Fixed Income Overseas	124,553	121,111
Index Linked Gilts UK	157,390	144,332
Multi Asset Overseas	127,113	122,264
<b>Unitised Insurance Policy</b>		
Equity Overseas	686,592	696,217
<b>Property</b>		
Direct Property UK	197,579	160,200
Property Unit Trust UK	68,611	80,057
<b>Derivatives</b>		
Forward currency contracts	103	(19)
<b>Short Term Cash Deposits</b>	1,000	8,100
<b>London Collective Investment Vehicle (CIV)</b>	150	150
<b>Other Investment Balances</b>	2,298	1,445
<b>Investment Assets</b>	<b>1,521,727</b>	<b>1,487,842</b>

The change in market value of investments during the year comprises all increases and decreases in the market value of investments held at any time during the year, including profits and losses realised on the sale of investments during the year. The table below shows the movement in investment assets and the change in market value for the year:

	Value at 31 March 2017 £000	Purchase £000	Sales £000	Change in market value £000	Cash movement £000	Value at 31 March 2018 £000
Bonds	11,702	31,167	(33,065)	(1,222)		8,582
Equity	142,284	71,910	(63,689)	(2,749)		147,756
Pooled Funds	387,706	11,978	0	9,372		409,056
Unitised Insurance Policy	696,217	147	(33,376)	23,604		686,592
Property	240,257	45,123	(22,394)	3,204		266,190
Derivatives	(19)	867	(1,132)	387		103
Cash Deposits	8,100				(7,100)	1,000
London Collective Investment Vehicle (CIV)	150					150

Other Investment balances	1,445				853	2,298
<b>Investment Assets</b>	<b>1,487,842</b>	<b>161,192</b>	<b>(153,656)</b>	<b>32,596</b>	<b>(6,247)</b>	<b>1,521,727</b>

	Value at 31 March 2016 £000	Purchase £000	Sales £000	Change in market value £000	Cash movement £000	Value at 31 March 2017 £000
Bonds	5,793	40,221	(35,633)	1,321	-	11,702
Equity	116,684	48,550	(47,183)	24,233	-	142,284
Pooled Funds	355,888	76,074	(116,961)	72,705	-	387,706
Unitised Insurance Policy	555,780	288,120	(287,123)	139,440	-	696,217
Property	210,989	40,123	(6,913)	(3,942)	-	240,257
Derivatives	55	1,535	(1,889)	280	-	(19)
Cash Deposits	100	-	-	-	8,000	8,100
London Collective Investment Vehicle (CIV)	150	-	-	-	-	150
Other Investment balances	1,143	-	-	-	302	1,445
<b>Investment Assets</b>	<b>1,246,582</b>	<b>494,623</b>	<b>(495,702)</b>	<b>234,037</b>	<b>8,302</b>	<b>1,487,842</b>

The Pension Fund does not hold derivatives as a main asset class, but they are used by Newton Investment Management, our active equity fund manager, to hedge the currency risk of holding global equities. The currency forward contracts are traded over the counter.

The valuation of direct property managed by TH Real Estate is carried out by Knight Frank LLP. The valuer is RICS qualified and the valuation took place on 31 March 2018. All properties have been valued at market value.

The Investment Strategy Statement can be accessed on the council's website via the following link [http://www.2.southwark.gov.uk/downloads/download/4759/southwark\\_pension\\_fund\\_administration\\_strategy](http://www.2.southwark.gov.uk/downloads/download/4759/southwark_pension_fund_administration_strategy) Alternatively a copy can be obtained on request from the Strategic Director of Finance and Governance, Southwark Council, Finance and Governance, PO Box 64529, London SE1P 5LX.

The following investments represent more than 5% of investment assets.

Name of Investment	Fund Manager	31 March 2018 £000	% of investment assets %	31 March 2017 £000	% of investment assets %
North America Equity	Legal & General	196,033	13%	206,559	14%
US Equity Fund	Blackrock	136,998	9%	134,526	9%
Diversified Growth Fund	Blackrock	127,113	8%	122,264	8%
Absolute Return Bond Fund	Blackrock	124,553	8%	121,111	8%
+5 Year Index Linked Gilt Fund	Legal & General	88,823	6%	77,043	5%

The market value of assets (excluding cash and accruals) managed by the investment managers at the balance sheet date 31 March 2018 has been set out in the table below.

Investment Manager	31 March 2018		31 March 2017	
	£000	%	£000	%
BlackRock	688,588	45%	670,335	45%
Legal & General Investment Managers	407,059	27%	413,588	28%
TH Real Estate	219,873	15%	200,608	13%
Newton Investment Management	156,441	10%	153,966	10%
M&G Real Estate	20,938	1%	20,006	1%
Invesco Real Estate	14,541	1%	14,897	1%
Brockton Capital LLP	7,791	1%	7,934	-
Frogmore Real Estate Partners	4,048	-	4,913	-
London CIV	150	-	150	-
<b>Total</b>	<b>1,519,429</b>	<b>100%</b>	<b>1,486,397</b>	<b>100%</b>

### 13. CURRENT ASSETS AND LIABILITIES

The current assets of the fund are analysed as follows:

	31 March 2018 £000	31 March 2017 £000
Contribution due from employers	1,211	3,578
Other current assets	1,874	3,467
Cash at managers	1,941	5,835
Cash and bank	9,623	732
<b>Total</b>	<b>14,649</b>	<b>13,612</b>

The current liabilities of the fund are analysed as follows:

	31 March 2018 £000	31 March 2017 £000
Support services	0	(1,759)
Benefits	(34)	(111)
Professional fees	(894)	(563)
Investment	(3,041)	(2,131)
Taxes	(680)	(1,361)
Other	(780)	(537)
<b>Total</b>	<b>(5,429)</b>	<b>(6,462)</b>

### 14. RELATED PARTY TRANSACTIONS

The Pension Fund is required to disclose details of its financial relationship with related third parties. This has been defined as where the related party has, or is perceived to have, real influence over any transaction between the parties.

Through its administration of the Fund, the council has a related party interest with the Pension Fund, and the costs charged by the council are disclosed in Note 10.

Management of the Pension Fund is the responsibility of the council's strategic director of finance and governance. No officers' remuneration is paid directly by the Fund; costs are instead recovered as part of the costs disclosed in Note 10. The strategic director of finance and governance remuneration is disclosed in Note 29 of the council's main Statement of Accounts which is available on the council website. Of the £0.8m in costs recovered by the council from the fund during 2017-18 in note 10, £34k is attributed to the cost of management of the pension fund by the strategic director of finance and governance.

The Pension Advisory Panel (PAP) offers advice to the strategic director of finance and governance. Councillor members of the Panel make an annual declaration of their interests which is available on the council's website.

The council is also the single largest employer of members of the pension fund and contributed £36.9 million to the fund in 2017-18 (£37.3 million in 2016-17).

### 15. FAIR VALUE HIERARCHY

The valuation of financial instruments has been classified into three levels, according to the quality and reliability of information used to determine fair values.

- Level 1 are those where the fair values are derived from unadjusted quoted prices in active markets for identical assets or liabilities. Products classified as level 1 comprise quoted equities, quoted fixed securities, quoted index linked securities and unit trusts. Listed investments are shown at bid prices. The bid value of the investment is based on the bid market quotation of the relevant stock exchange.
- Level 2 are those where quoted market prices are not available; for example, where an instrument is traded in a market that is not considered to be active, or where valuation techniques are used to determine fair value and where these techniques use inputs that are based significantly on observable market data. They comprise property unit trusts.
- Level 3 are those where at least one input that could have a significant effect on the instruments valuation is not based on observable market data

Description of asset	Valuation hierarchy	Basis of valuation	Observable and unobservable inputs	Key sensitivities affecting the valuations provided
<b>Market quoted investments</b>	Level 1	Published bid market price ruling on the final day of the accounting period	Not required	Not required
<b>Quoted bonds</b>	Level 1	Fixed interest securities are valued at a market value based on current yields	Not required	Not required
<b>Futures and options in UK bonds</b>	Level 1	Published exchange prices at the year-end	Not required	Not required
<b>Exchange traded pooled investments</b>	Level 1	Closing bid value on published exchanges	Not required	Not required
<b>Unquoted bonds</b>	Level 2	Average of broker prices	Evaluated price feeds	Not required
<b>Forward foreign exchange derivatives</b>	Level 2	Market forward exchange rates at the year-end	Exchange rate risk	Not required
<b>Overseas bond options</b>	Level 2	Option pricing model	Annualised volatility of counterparty credit risk	Not required
<b>Pooled investments – overseas unit trusts and some property funds</b>	Level 2	Closing bid price where bid and offer prices are published Closing single price where single price published	NAV-based pricing set on a forward pricing basis	Not required
<b>Freehold, leasehold properties</b>	Level 3	Valued at fair value at the year-end by independent valuers	Existing lease terms and rentals Independent market research Nature of tenancies Covenant strength for existing tenants Assumed vacancy levels Estimated rental growth Discount rate	Significant changes in rental growth, vacancy levels or the discount rate could affect valuations as could more general changes to market prices

The following table shows the fair value valuation hierarchy of Fund assets and liabilities.

Value as at 31 March 2018	Using observable inputs			With significant un-observable inputs	Total
	Quoted market price	Level 2	Level 3		
	Level 1	Level 2	Level 3		
	£000	£000	£000		£000
Financial assets at fair value through profit and loss	1,001,423	251,816	68,611		1,321,850
Non-financial assets at fair value through profit and loss			197,579		197,579
Financial liabilities at fair value through profit and loss					
<b>Total</b>	<b>1,001,423</b>	<b>251,816</b>	<b>266,190</b>		<b>1,519,429</b>

Value as at 31 March 2017	Quoted market price	Using observable inputs	With significant un-observable inputs	Total
	Level 1 £000	Level 2 £000	Level 3 £000	£000
Financial assets at fair value through profit and loss	1,002,635	243,524	80,057	1,326,216
Non-financial assets at fair value through profit and loss	-	-	160,200	160,200
Financial liabilities at fair value through profit and loss	(19)	-	-	(19)
<b>Total</b>	<b>1,002,616</b>	<b>243,524</b>	<b>240,257</b>	<b>1,486,397</b>

The following table shows the reconciliation of fair value measurements within level 3.

	Value at 31 March 2017 £000	Transfers in/ (out) of level 3	Purchase £000	Sales £000	Realised gain/(loss)	Unrealised gain/(loss)	Value at 31 March 2018 £000
Property	240,257	-	45,123	(22,394)	(5,117)	8,321	266,190
<b>Total</b>	<b>240,257</b>	<b>-</b>	<b>45,123</b>	<b>(22,394)</b>	<b>(5,117)</b>	<b>8,321</b>	<b>266,190</b>

	Value at 31 March 2016 £000	Transfers in/ (out) of level 3	Purchase £000	Sales £000	Realised gain/(loss)	Unrealised gain/(loss)	Value at 31 March 2017 £000
Property	167,000	43,989	40,123	(6,913)	(519)	(3,423)	240,257
<b>Total</b>	<b>167,000</b>	<b>43,989</b>	<b>40,123</b>	<b>(6,913)</b>	<b>(519)</b>	<b>(3,423)</b>	<b>240,257</b>

The sensitivity of pricing methodology for property assets within fair value level three is considered to be +/-3%. This equates to a pricing volatility of +/- £8.0m for property assets as at 31 March 2018 (£7.2m as at 31 March 2017).

## 16. FINANCIAL INSTRUMENTS

The following table shows the classification of the Fund's financial instruments:

	31 March 2018 £000	31 March 2017 £000
<b>Financial assets</b>		
Loans and receivables	16,736	23,157
Financial assets at fair value through profit and loss	1,320,850	1,318,117
<b>Financial liabilities</b>		
Financial liabilities at amortised cost	(5,429)	(6,462)
Financial liabilities at fair value through profit and loss	-	(19)
<b>Total</b>	<b>1,332,157</b>	<b>1,334,793</b>

## 17. CONTINGENT LIABILITIES AND CONTRACTUAL ARRANGEMENTS

Outstanding capital commitments (investments) at 31 March 2018 totalled £20.8m (31 March 2017: £19.2m)

These commitments relate to outstanding call payments due on property funds. The amounts 'called' by these funds are irregular in both size and timing over a number of years from the date of each original commitment.

## 18. NATURE AND EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS

### *Risk and Risk Management*

The Pension Fund's primary long-term risk is that the funds assets will fall short of its liabilities (i.e. promised benefits payable to members). Therefore the aim of investment risk management is to minimise the risk of an overall reduction in the value of the fund and to maximise the opportunity for gains across the whole portfolio. The fund achieves this through asset diversification to reduce exposure to market risk (price risk, currency risk and interest rate risk) and credit risk to an acceptable level. In addition, the fund manages its liquidity risk to ensure there is sufficient liquidity to meet the fund's forecast cash flows. The council manages these investment risks as part of its overall pension fund risk management programme.

Responsibility for the funds risk management strategy rests with the strategic director for finance and governance advised by the pensions advisory panel. Risk management policies are established to identify and analyse the risks faced by the council's pensions operations. Policies are reviewed regularly to reflect changes in activity and in market conditions.

### *Market Risk*

Market risk is the risk of loss from fluctuations in equity and commodity prices, interest and foreign exchange rates and credit spreads. The fund is exposed to market risk from its investment activities, particularly through its equity holdings. The level of risk exposure depends on market conditions, expectations of future price and yield movements and the asset mix

The objective of the fund's risk management strategy is to identify, manage and control market risk exposure within acceptable parameters, whilst optimising the return on risk.

In general, excessive volatility in market risk is managed through the diversification of the portfolio in terms of geographical and industry sectors and individual securities. To mitigate market risk, the council and its investment advisers undertake appropriate monitoring of market conditions and benchmark analysis.

### *Price Risk*

Price risk represents the risk that the value of a financial instrument will fluctuate as a result of changes in market prices (other than those arising from interest rate risk or foreign exchange risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all such instruments in the market.

The fund is exposed to share price risk. This arises from investments held by the fund for which the future price is uncertain. All security investments present a risk of a loss of capital. The maximum risk resulting from financial instruments is determined by the fair value of the financial instruments.

The fund's investment managers mitigate this price risk through diversification and the selection of securities, other financial instruments is monitored by the council to ensure it is within limits specified in the fund investment strategy.

Potential price changes are determined based on historical data and volatility of asset class returns. For example, 'riskier' assets such as equities will display greater potential volatility than bonds. The following table demonstrates the change in the net assets

available to pay benefits, if the market price had increased or decreased. In consultation with the fund's investment advisers, the council has determined that the following movements in market price risk are reasonably possible for the 2017-18 reporting period:

2017-18 - Asset Type	31 March 2018 £000	Change %	Value on Increase £000	Value on Decrease £000
Total Equities	834,348	10	917,783	750,913
Total Bonds & Indexed linked	290,525	7.5	312,314	268,736
Multi-Asset	127,113	4.7	133,087	121,139
Property	266,190	2.6	273,111	259,269
Cash Deposits	1,000	0.7	1,007	993
Other Assets	2,551	0	2,551	2,551
<b>Total Investment Assets</b>	<b>1,521,727</b>			

2016-17 - Asset Type	31 March 2017 £000	Change %	Value on Increase £000	Value on Decrease £000
Total Equities	838,500	9.7	919,835	757,166
Total Bonds & Indexed linked	277,145	8.8	301,542	252,748
Multi-Asset	122,264	5.1	128,499	116,028
Property	240,257	4.1	250,108	230,407
Cash Deposits	8,100	0	8,101	8,099
Other Assets	1,576	0	1,576	1,576
<b>Total Investment Assets</b>	<b>1,487,842</b>			

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The potential changes disclosed above are broadly consistent with a one-standard deviation movement in the value of the assets. The sensitivities are consistent with the assumptions contained in the investment advisers' most recent review. The analysis assumes that all other variables, in particular foreign currency exchange rates and interest rates, remain the same.

Had the market price of the fund's investments increased/decreased in line with the above, the change in the net assets available to pay benefits in the market price would have been as shown in the table above.

#### Interest Rate Risk

The fund invests in financial assets for the primary purpose of obtaining a return on investments. Fixed interest securities and cash are subject to interest rate risks, which represent the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The fund's interest rate risk is routinely monitored by the council and its investment advisers in accordance with the fund's risk management strategy, including monitoring the exposure to interest rates and assessment of actual interest rates against the relevant benchmarks.

Fixed interest securities, cash and cash equivalents are exposed to interest rate risk. The table below demonstrates the change in value of these assets had the interest rate increased or decreased by 1%:

Assets exposed to interest rate risks	Value on	Value on
---------------------------------------	----------	----------



	Market value £000	1% rate increase £000	1% rate decrease £000
As at 31 March 2018	133,135	134,466	131,804
As at 31 March 2017	146,725	148,192	145,257

## Currency Risk

Currency risk represents the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The fund is exposed to currency risk on financial instruments that are denominated in any currency other than Sterling. A strengthening/weakening of the pound against the various currencies in which the Fund holds investments would increase/decrease the net assets available to pay benefits.

The fund's currency risk is routinely monitored by the council and its investment advisers in accordance with the fund's risk management strategy, including monitoring the range of exposure to currency fluctuations.

Overseas equities, fixed interest securities and futures, cash in foreign currencies and some elements of pooled investment vehicles are exposed to currency risk. The following table demonstrates the change in value of assets exposed to currency risk had there been a 10 per cent strengthening or weakening of the pound against foreign currencies.

Assets exposed to currency risk	Value £000	Change %	Value on foreign exchange rate increase £000	Value on foreign exchange rate decrease £000
As at 31 March 2018	892,292	12.0	999,002	785,583
As at 31 March 2017	912,889	11.2	1,015,176	810,601

## Credit Risk

This is the risk the counterparty to a transaction or a financial instrument will fail to discharge an obligation and cause the Fund to incur a financial loss. For example a stock may lose value or a dividend due may not be paid. The market values of investments generally reflect an assessment of credit in their pricing and consequently the risk of loss is implicitly provided for in the carrying value of the fund's financial assets and liabilities.

The Fund has set out a series of restrictions in each investment manager's agreement. These restrictions are intended to limit the risks from each individual investment and prevent unsuitable investment activity. The Fund also employs a global custodian to ensure that all transactions are settled in a timely manner.

## Liquidity Risk

This is the risk that the Pension Fund may not have the funds available to meet payments as they fall due. Historically the Fund has been cash positive (i.e. contributions received have been greater than benefits paid out). However, in recent years this has reversed with benefits paid now surpassing contributions received. The reduction in active members and a resulting change in the membership profile have increased the liquidity risk of the Fund going forward.

The Fund currently has two bank accounts. One is held by the Global Custodian and holds cash relating to investment activities, the other is the pension fund bank account, which holds the cash relating to member activities.

There is a strategy in place to forecast all income and expenditure for the Fund to ensure that sufficient funds will be made available to meet short-term commitments. In the event that there are insufficient available assets to meet liabilities when they fall due, the Fund would be able to redeem investment assets and recall cash resources from investment managers at short notice to meet this requirement.

## 19. ACTUARIAL POSITION OF THE FUND

### Introduction

The Scheme Regulations require that a full actuarial valuation is carried out every third year. The purpose of this is to establish that the London Borough of Southwark Pension Fund (the Fund) is able to meet its liabilities to past and present contributors and to review employer contribution rates. The latest full actuarial investigation into the financial position of the Fund was completed as at 31 March 2016 by Aon, in accordance with Regulation 62 of the Local Government Pension Scheme Regulations 2013.

### Actuarial Position

The valuation as at 31 March 2016 showed that the funding ratio of the Fund had increased since the previous valuation with the market value of the Fund's assets at that date (of £1,256.4M) covering 88% of the liabilities allowing, in the case of pre- 1 April 2014 membership for current contributors to the Fund, for future increases in pensionable pay.

The valuation also showed that the aggregate level of contributions required to be paid by participating employers with effect from 1 April 2017 was:

- 15.3% of pensionable pay. This is the rate calculated as being sufficient, together with contributions paid by members, to meet the liabilities arising in respect of service after the valuation date (the primary rate).

#### Plus

- Monetary amounts to restore the assets to 100% of the liabilities in respect of service prior to the valuation date over a recovery period of 18 years from 1 April 2017 (the secondary rate), equivalent to 5.6% of pensionable pay (or £10.7M in 2017/18, and increasing by 3.5% p.a. thereafter).

In practice, each individual employer's or group of employers' position is assessed separately and contributions are set out in Aon's report dated 30 March 2017 (the "actuarial valuation report"). In addition to the contributions shown above, payments to cover additional liabilities arising from early retirements and ill-health retirements will be made to the Fund by the employers.

The funding plan adopted in assessing the contributions for each individual employer or group was in accordance with the Funding Strategy Statement in force at the time. The approach adopted, and the recovery period used for each employer was agreed with the administering authority reflecting the employers' circumstances.

The valuation was carried out using the projected unit actuarial method for most employers and the main actuarial assumptions used for assessing the funding target and the contribution rates were as follows.

Discount rate	4.55% p.a.
Rate of pay increases (additional allowance made for promotional increases)	3.50% p.a.
Rate of increase to pension accounts	2.00% p.a.
Rate of increases in pensions in payment (in excess of Guaranteed Minimum Pension)	2.00% p.a.

The key demographic assumption was the allowance made for longevity. The post retirement mortality assumption adopted for the actuarial valuation was in line with standard self-administered pension scheme (SAPS) S2P mortality tables with appropriate scaling factors applied based on the mortality experience of members within the Fund and included an allowance for improvements based on the Continuous Mortality Investigation (CMI) Core Projections Model released with Working Paper 91 with Core assumptions, with a long term annual rate of improvement in mortality rates of 1.5% p.a. The resulting average future life expectancies at age 65 were:

	Men	Women
Current pensioners aged 65 at the valuation date	22.4	26.1
Future pensioners aged 45 at the valuation date	24.0	27.8

The assets were valued at market value.

Further details of the assumptions adopted for the valuation were set out in the actuarial valuation report.

The valuation results summarised above are based on the financial position and market levels at the valuation date, 31 March 2016. As such the results do not make allowance for changes which have occurred subsequent to the valuation date.

The formal actuarial valuation report and the Rates and Adjustments Certificate setting out the employer contribution rates for the period from 1 April 2017 to 31 March 2020 were signed on 30 March 2017. Other than as agreed or otherwise permitted or required by the Regulations, employer contribution rates will be reviewed at the next actuarial valuation of the Fund as at 31 March 2019 in accordance with Regulation 62 of the Local Government Pension Scheme Regulations 2013.

Since the date the valuation report was signed, HM Treasury, in its response to the consultation on indexation and equalisation of GMPs in public sector schemes, has made an announcement to extend the indexation of GMPs to those reaching State Pension Age on or before 5 April 2021 (previously 5 December 2018). This extension period was not allowed for in the valuation results as the actuarial valuation report was signed off before the announcement, but the increase in liability is not expected to be material.

In addition, amendment Regulations have been laid which provide for exit credits to be repaid to employers on exit, effective from 14 May 2018. It is anticipated that the Administering Authority will consider whether its Funding Strategy Statement should be revised on account of these changes.

This Statement has been prepared by the current Actuary to the Fund, Aon, for inclusion in the accounts of the Fund. It provides a summary of the results of their actuarial valuation which was carried out as at 31 March 2016. The valuation provides a snapshot of the funding position at the valuation date and is used to assess the future level of contributions required.

This Statement must not be considered without reference to the formal actuarial valuation report which details fully the context and limitations of the actuarial valuation.

Aon does not accept any responsibility or liability to any party other than our client, London Borough of Southwark, the Administering Authority of the Fund, in respect of this Statement.

The actuarial valuation report as at 31 March 2016 is available from the fund's website at the following address:

<https://www.southwark.gov.uk/council-and-democracy/pensions/pension-fund>

Aon

## May 2018

### Actuarial Present Value of Promised Retirement Benefits

IAS 26 (retirement benefit plans) requires the 'actuarial present value of promised retirement benefits' to be disclosed in the Pension Fund Accounts using the most recent actuarial valuation. The fund was last valued as at 31 March 2016.

	31 March 2016 £m	31 March 2013 £m
Fair value of net assets	1,256	995
Actuarial present value of promised retirement benefits	(1,671)	(1,451)
<b>Surplus/(deficit) in the fund as measured for IAS26</b>	<b>(415)</b>	<b>(456)</b>

## 20. POST BALANCE SHEET EVENTS

No such material events have occurred.

# Appendix 3: Funding Strategy Statement

## SECTION 1 INTRODUCTION

### Overview

This Statement, originally prepared in accordance with Regulation 76A of the Local Government Regulations 1997, has been reviewed in accordance with Regulation 58 of the Local Government Pension Scheme Regulations 2013 (as amended) (the Regulations). The Statement describes the London Borough of Southwark's strategy, in its capacity as Administering Authority (the Administering Authority), for the funding of the London Borough of Southwark Pension Fund (the Fund).

As required by Regulation 58, the Statement has been reviewed (and where appropriate revised) having regard to guidance published by CIPFA in March 2004. The statement has also been reviewed having regard to updated guidance published by CIPFA in September 2016.

### Consultation

In accordance with Regulation 58, the Administering Authority has consulted such persons as it considers appropriate on the contents of this Statement and their views have been taken into account in formulating the Statement. However, the Statement describes a single strategy for the Fund as a whole.

43 In addition, the Administering Authority has had regard to the Fund's Investment Strategy Statement published under Regulation 7 of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016 (the Investment Regulations).

The Fund Actuary, Aon Hewitt, has also been consulted on the contents of this Statement.

### Policy Purpose

The purpose of this Funding Strategy Statement is to document the processes by which the Administering Authority:

- establishes a clear and transparent fund-specific strategy that will identify how employer's pension liabilities are best met going forward.
- supports the requirement for maintaining as nearly constant primary employer contribution rates as possible.
- sets contributions as to ensure the solvency and long term cost efficiency of the Fund.
- ensures that regulatory requirements regarding the setting of contributions are met.
- takes a prudent longer-term view of funding the Fund's liabilities.

### Links to investment policy set out in the Investment Strategy Statement

The Authority has produced this Funding Strategy Statement having taken an overall view of the level of risk inherent in the investment policy set out in the Investment Strategy Statement and the funding strategy set out in this Statement.

The assets that most closely match the liabilities of the Fund are fixed interest and index-linked Government bonds of appropriate term relative to the liabilities. The Fund's asset allocation as set out in the Investment Strategy Statement invests a significant proportion of the Fund in assets such as equities which are expected but not guaranteed to produce

higher returns than Government bonds in the long term. The Administering Authority has agreed with the Fund Actuary that the Funding Target on the ongoing basis will be set after making some allowance for this higher anticipated return. However, the Administering Authority recognises that outperformance is not guaranteed and that, in the absence of any other effects, if the higher expected returns are not achieved the solvency position of the Fund will deteriorate.

The financial assumptions used by the Fund are consistent with the expected return on investments based upon the asset allocation as set out in the Investment Strategy Statement, with measures available to smooth out the impact of investment market volatility

The Administering Authority will continue to review both documents to ensure that the overall risk profile remains appropriate including, where appropriate, commissioning asset liability modelling or other analysis techniques.

### **Review of this Statement**

The Administering Authority undertook its latest substantive review of this Statement between December 2016 and February 2017.

The Administering Authority will formally review this Statement as part of the triennial valuation as at 31 March 2019 unless circumstances arise which require earlier action.

The Administering Authority will monitor the funding position of the Fund on an approximate basis at regular intervals between valuations, and will discuss with the Fund Actuary whether any circumstances have arisen that require action.

## SECTION 2 AIMS AND PURPOSE OF THE FUND

### Purpose of the Fund

The purpose of the Fund is to invest monies in respect of contributions, transfer values and investment income in order to:

- produce a Fund to pay Scheme benefits, transfer values, costs, charges and expenses as defined in the LGPS Regulations and as required in the Investment Regulations over the long term and in so doing;

### Aims of the Fund

The main aims of the Fund are:

- a) To comply with Regulation 62 of the Regulations and specifically to:
- adequately fund benefits to secure the Fund's solvency and long term cost efficiency, which should be assessed in light of the risk profile of the Fund and Employers
  - while taking account of the desirability of maintaining as nearly constant primary employer contribution rates as possible (and subject to the Administering Authority not taking undue risks) at reasonable cost to the taxpayers, scheduled, resolution and admitted bodies
  - enable overall employer contributions to be kept as constant as possible (and subject to the Administering Authority not taking undue risks) at reasonable cost to the taxpayers, scheduled, resolution and admitted bodies

The Administering Authority recognises that the requirement to keep employer total contribution levels as nearly constant as possible can run counter to the following requirements:

- 45
- the regulatory requirement to secure solvency, which should be assessed in light of the risk profile of the Fund and risk appetite of the Administering Authority and employers
  - the requirement that the costs should be reasonable to Scheduled Bodies, Admission Bodies, other bodies and to taxpayers (subject to not taking undue risks), and
  - maximising the return from investments within reasonable risk parameters (see later)

Achieving low volatility in employer contribution rates requires material investment in assets which 'match' the employer's liabilities. In this context, 'match' means assets which behave in a similar manner to the liabilities as economic conditions alter. For the liabilities represented by benefits payable by the Local Government Pension Scheme, such assets would tend to comprise UK Government Bond investments.

Other classes of assets, such as stocks and property on average offer higher long term rates of return and consistent with the requirement to maximise the returns from investments within reasonable risk parameters, the Administering Authority invests a substantial proportion of the Fund in such assets. However, these assets are more risky in nature, and that risk can manifest itself in volatile returns over short term periods.

This short term volatility in investment returns can produce a consequent volatility in the measured funding position of the Fund at successive actuarial valuations, with knock on effects on employer contribution rates. The impact on employer rates can be mitigated by use of smoothing adjustments at each valuation.

The Administering Authority recognises that there is a balance to be struck between the investment policy adopted, the smoothing mechanisms used at valuations, and the resultant stability of employer contribution rates from one valuation period to the next.

The Administering Authority also recognises that the position is potentially more volatile for Admission Bodies with short term contracts where utilisation of smoothing mechanisms is less appropriate.

**b) To ensure that sufficient resources are available to meet all liabilities as they fall due.**

The Administering Authority recognises the need to ensure that the Fund has sufficient liquid assets to be able to pay pensions, transfer values, costs, charges and other expenses. It is the Administering Authority's policy that such expenditure is met, in the first instance, from incoming employer and employee contributions to avoid the expense of disinvesting assets. The Administering Authority monitors the position on a regular basis to ensure that all cash requirements can be met.

**c) To manage employers' liabilities effectively.**

The Administering Authority seeks to ensure that all employers' liabilities are managed effectively. In a funding context, this is achieved by seeking regular actuarial advice, ensuring that employers are properly informed and consulted, and through regular monitoring of the funding position and the outlook for employers' contributions.

**d) To maximise the return from investments within reasonable risk parameters.**

The Administering Authority recognises the desirability of maximising investment return within reasonable risk parameters. Investment returns higher than those available on Government stocks are sought through investment in other asset classes such as stocks and property. The Administering Authority ensures that risk parameters are reasonable by:

- Analysing the potential volatility and absolute return risks represented by those asset classes in collaboration with investment advisors and fund managers and ensuring that they remain consistent with the risk and return profiles anticipated in the funding strategy.
- Limiting concentration of risk by developing a diversified investment strategy.
- Monitoring the mis-matching risk that the investments do not move in line with the Fund's liabilities.



## SECTION 3 RESPONSIBILITIES OF THE KEY PARTIES

The three parties whose responsibilities to the Fund are of particular relevance are the Administering Authority, the individual employers and the Fund Actuary.

Their key responsibilities are as follows:

### Administering Authority

The Administering Authority will:

- Administer the Fund
- Collect employer and employee contributions, investment income and other amounts due to the Fund as stipulated in LGPS regulations and, as far as the Administering Authority is able to, ensure these contributions are paid by the due date.
- Pay from the Fund the relevant entitlements as stipulated by the Regulations
- Invest surplus monies in accordance with the Investment Regulations.
- Ensure that cash is available to meet liabilities as and when they fall due.
- Manage the valuation process in consultation with the Fund's Actuary
- Ensure it communicates effectively with the Fund Actuary to:
  - Agree timescales for the provision of information and provision of valuation results
  - Ensure provision of data of suitable accuracy
  - Ensure that the Fund Actuary is clear about the content of the Funding Strategy Statement
  - Ensure that participating employers receive appropriate communication throughout the process
  - Ensure that reports are made available as required by relevant guidance and Regulations
- Prepare and maintain an Investment Strategy Statement and a Funding Strategy Statement after due consultation with persons the Administering Authority considers appropriate.
- Monitor all aspects of the Fund's performance and funding.
- Effectively manage any potential conflicts of interest arising from its dual role as both Administering Authority and Scheme Employer.
- Enable the Local Pension Board to review aspects of the valuation process.

### Individual Employers

Individual Employers will:

- Deduct contributions from employees' pay.
- Pay all ongoing contributions, including their employer's contribution as determined by the Fund Actuary as set out in the rates and adjustment certificate or initial assessment upon joining the Fund, promptly by the due date.
- Develop a policy on certain discretions and exercise those discretions as permitted within the regulatory framework.
- Pay for additional membership or pension, augmentation, early release of benefits or other one off strain costs in accordance with agreed arrangements.

- Notify the Administering Authority promptly of all changes to membership, or other changes which may affect future funding.
- Pay any exit payments as required in the event of their ceasing participation in the Fund

## **Fund Actuary**

The Fund Actuary will prepare advice and calculations and provide advice on:

- Funding strategy and the preparation of the Funding Strategy Statement
- Actuarial valuations including the setting of employers' contribution rates and issuing of a Rates and Adjustments Certificate, after agreeing assumptions with the Administering Authority and having regard to the Funding Strategy Statement and the LGPS Regulations.
- Bulk transfers and individual benefit-related matters such as pension strain costs, compensatory added years costs, etc.
- Valuations of exiting employers.
- Bonds and other forms of security for the Administering Authority against the financial effect on the Fund of Employers' default.

Such advice will take account of the funding position and Funding Strategy Statement of the Fund, along with other relevant matters.

The Fund Actuary will assist the Administering Authority in assessing whether employer contributions need to be revised between actuarial valuations as required by the Regulations.

The Fund Actuary will ensure that the Administering Authority is aware of any professional guidance requirements which may be of relevance to his or her role in advising the Administering Authority.

## SECTION 4

### FUNDING TARGET, SOLVENCY AND NOTIONAL SUB FUNDS

#### Risk based approach

The Fund utilises a risk based approach to funding strategy.

A risk based approach entails carrying out the actuarial valuation on the basis of the assessed likelihood of meeting the funding objectives, rather than relying on a 'deterministic' approach which gives little idea of the associated risk. In practice, three key decisions are required for the risk based approach:

- what the Solvency Target should be (the funding objective - where the Administering Authority wants the Fund to get to),
- the Trajectory Period (how quickly the Administering Authority wants the Fund to get there), and
- the Probability of Funding Success (how likely the Administering Authority wants it to be now that the Fund will actually achieve the Solvency Target by the end of the Trajectory Period).

These three choices, supported by risk modelling carried out by the Fund actuary, define the appropriate levels of contribution payable now and, by extension, the appropriate valuation approach to adopt now. Together they measure the riskiness of the funding strategy.

These three terms are considered in more detail below.

#### Solvency Target and Funding Target

##### Solvency and 'funding success'

The Administering Authority's primary aim is long-term solvency. Accordingly, employers' contributions will be set to ensure that 100% of the liabilities can be met over the long term, using appropriate actuarial assumptions. The Solvency Target is the amount of assets which the Fund wishes to hold at the end of the Trajectory Period (see later) to meet this aim.

The Fund is deemed to be solvent when the assets held are equal to or greater than 100% of the Solvency Target, where the Solvency Target is the value of the Fund's liabilities evaluated using appropriate methods and assumptions.

The Administering Authority believes that its funding strategy will ensure the solvency of the Fund because employers collectively have the financial capacity to increase employer contributions should future circumstances require, in order to continue to target a funding level of 100%.

For Scheduled Bodies and Admission Bodies with guarantors of sound covenant agreeing to subsume assets and liabilities following exit, appropriate actuarial methods and assumptions are measurement by use of the Projected Unit method of valuation, and using assumptions such that, if the Fund's financial position continued to be assessed by use of such methods and assumptions, and contributions were paid in accordance with those methods and assumptions, there would be a chance of at least 80% that the Fund would continue to be 100% funded over a reasonable timeframe. The level of funding implied by this is the Solvency Target. For the purpose of this Statement, the required level of chance is defined as the Probability of Maintaining Solvency.

For Admission Bodies and other bodies whose liabilities are expected to be orphaned following exit, the required Probability of Maintaining Solvency will be set at a more prudent level dependent on circumstances. For most such bodies, the chance of achieving solvency will be set commensurate with assumed investment in an appropriate portfolio of Government index linked and fixed interest bonds after exit.

## **Probability of Funding Success**

The Administering Authority deems funding success to have been achieved if the Fund, at the end of the Trajectory Period, has achieved the Solvency Target. The Probability of Funding Success is the assessed chance of this happening based on the level of contributions payable by members and employers, and asset-liability modelling carried out by the Fund Actuary.

Consistent with the aim of enabling employers' contribution levels to be kept as nearly constant as possible, the required chance of achieving the Solvency Target at the end of the relevant Trajectory Period for each employer or employer group can be altered at successive valuations within an overall envelope of acceptable risk.

The Administering Authority will not permit contributions to be set following a valuation that have an unacceptably low chance of achieving the Solvency Target at the end of the relevant Trajectory Period.

## **Funding Target**

The Funding Target is the amount of assets which the Fund needs to hold at the valuation date to pay the liabilities at that date as indicated by the chosen valuation method and assumptions. It is a product of the triennial actuarial valuation exercise and is not necessarily the same as the Solvency Target. It is instead the product of the data, chosen assumptions, and valuation method. The valuation method including the components of Funding Target, future service costs and any adjustment for the surplus or deficiency simply serves to set the level of contributions payable, which in turn dictates the chance of achieving the Solvency Target at the end of the Trajectory Period (defined below). The Funding Target will be the same as the Solvency Target only when the methods and assumptions used to set the Funding Target are the same as the appropriate funding methods and assumptions used to set the Solvency Target (see above).

The discount rate, and hence the overall required level of employer contributions, has been set at the valuation at 31 March 2016 such that the Fund Actuary estimates there is just over a 70% chance that the Fund would reach or exceed its Solvency Target after 25 years.

Consistent with the aim of enabling employers' contribution levels to be kept as nearly constant as possible:

- Primary contribution rates are set by use of the Projected Unit valuation method for most employers. The Projected Unit method is used in the actuarial valuation to determine the cost of benefits accruing to the Fund as a whole and for employers who continue to admit new members. This means that the contribution rate is derived as the cost of benefits accruing to employee members over the year following the valuation date expressed as a percentage of members' pensionable pay over that period.
- For employers who no longer admit new members, the Attained Age valuation method is normally used. This means that the contribution rate is derived as the average cost of benefits accruing to members over the period until they die, leave the Fund or retire.
- For admission bodies the Administering Authority will take into account the potential for participation to cease, the potential timing of such exit, and any likely change in investment strategy regarding the assets held in respect of the admission body's liabilities at the date of exit.

## **Application to different types of body**

Some comments on the principles used to derive the Solvency and Funding Target for different bodies in the Fund are set out below.

## **Scheduled Bodies and certain other bodies of sound covenant**

The Administering Authority will adopt a general approach in this regard of assuming indefinite investment in a broad range of assets of higher risk than low risk assets for

Scheduled Bodies whose participation in the Fund is considered by the Administering Authority to be indefinite and certain other bodies which are long term in nature i.e. Admission Bodies with a subsumption commitment from such Scheduled Bodies.

For other Scheduled Bodies the Administering Authority may without limitation, take into account the following factors when setting the funding target for such bodies:

- the type/group of the employer;
- the business plans of the employer;
- an assessment of the strength of financial covenant of the employer;
- any contingent security available to the Fund or offered by the employer such as a guarantor or bond arrangements, charge over assets, etc.

### **Admission Bodies falling under London Borough of Southwark policy**

The London Borough of Southwark, as administering authority, introduced an admissions policy following the actuarial valuation at 31 March 2010 whereby the pensions risk of new admission bodies is underwritten by London Borough of Southwark, and in return the employer's contribution is fixed at the rate at initial entry to the Fund (potentially subject to certain provisos). The Administering Authority has agreed that these contribution rates can be reflected in the actuarial valuation and set out in the Rates and Adjustment Certificate. This policy affects the following employers at the time of writing this Statement:

Balfour Beatty  
Browning HMO  
Brandon Trust  
Camelot  
Capita  
Civica  
Chequers (2nd Admission)  
Charter Facilities Management (Interserve)  
D Brice & Co  
Mears  
Pabulum  
Sherman and Waterman Associates

London Borough of Southwark also extended this approach to admission bodies that existed at the valuation at 31 March 2013 and in general fixed the contribution rate at that currently being paid. This affects the following employers at the time of writing this Statement.

APCOA  
Camden Day Centre  
CLPE  
Leathermarket  
Olympic South (HATS)  
PFI Veolia  
South London Gallery  
Southwark Law Centre  
Together

### **Admission Bodies and certain other bodies whose participation is limited and not subject to a guarantee**

For Admission Bodies, bodies closed to new entrants and other bodies whose participation in the Fund is believed to be of limited duration through known constraints or reduced covenant, and for which no access to further funding would be available to the Fund after exit, the Administering Authority will have specific regard to the potential for participation to cease (or to have no contributing members), the potential timing of such exit, and any likely

change in notional or actual investment strategy as regards the assets held in respect of the body's liabilities at the date of exit (i.e. whether the liabilities will become 'orphaned' or whether a guarantor exists to subsume the notional assets and liabilities).

At the 2016 valuation no employers fell into this category.

## **Full Funding**

The Fund is deemed to be fully funded when the assets held are equal to 100% of the Funding Target, where the funding target is assessed based on the sum of the appropriate funding targets across all the employers / groups of employers. When assets held are greater than this amount the Fund is deemed to be in surplus, and when assets held are less than this amount the Fund is deemed to be in deficiency

## **Other Aspects of Funding Strategy**

### **Recovery and Trajectory Periods**

The Trajectory Period in relation to an employer is the period between the valuation date and the date on which solvency is targeted to be achieved.

Where a valuation reveals that the Fund is in surplus or deficiency against the Funding Target, employers' contribution rates will be adjusted to target restoration of fully funding the solvent position over a period of years (the Recovery Period). The Recovery Period to an employer or group of employers is therefore the period over which any adjustment to the level of contributions in respect of a surplus or deficiency relative to the Funding Target used in the valuation is payable. As noted earlier, the valuation method, including the components of Funding Target, future service costs and adjustment for surplus or deficiency simply serves to set a level of contributions payable, which in turn dictates the chance of achieving the Solvency Target at the end of the Trajectory Period.

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The Trajectory Period and the Recovery Period do not necessarily equal the same period. Maintaining a stable Trajectory Period avoids undue volatility when setting long term assumptions for the Fund, where the Administering Authority would in ideal circumstances look to reduce the Recovery Period over time in order to achieve full funding. A period of 25 years was used at the valuation at 31 March 2016.

The Recovery Period applicable for each participating employer is set by the Administering Authority in consultation with the Fund Actuary and the employer, with a view to balancing the various funding requirements against the risks involved due to such issues as the financial strength of the employer and the nature of its participation in the Fund.

The Administering Authority recognises that a large proportion of the Fund's liabilities are expected to arise as benefit payments over long periods of time. For employers of sound covenant, the Administering Authority is prepared to agree to recovery periods which are longer than the average future working lifetime of the membership of that employer. The Administering Authority recognises that such an approach is consistent with the aim of keeping employer contribution levels as nearly constant as possible. However, the Administering Authority also recognises the risk in relying on long Recovery Periods and has agreed with the Fund Actuary a limit of 30 years for both, for employers which are assessed by the Administering Authority as being a long term secure employer.

The Administering Authority's policy is to agree Recovery Periods with each employer which are as short as possible within this framework. For employers whose participation in the fund is for a fixed period it is unlikely that the Administering Authority and Fund Actuary would agree to a Recovery Period longer than the remaining term of participation.

A period of around 18 years has been used for the London Borough of Southwark, at the valuation at 31 March 2016 which is the largest employer in the Fund. Recovery Periods for



other employers or employer groups may be shorter and may not necessarily be the same as each other, in order to suitably balance risk to the fund and cost to the employer.

## **Grouping**

In some circumstances it may be desirable to group employers within the Fund together for funding purposes (i.e. to calculate employer contribution requirements). Reasons might include reduction of volatility of contribution rates for small employers, facilitating situations where employers have a common source of funding or accommodating employers who wish to share the risks related to their participation in the Fund.

The Administering Authority recognises that grouping can give rise to cross subsidies from one employer to another over time. Employers may be grouped entirely, such that all of the risks of participation are shared, or only partially grouped such that only specified risks are shared. The Administering Authority's policy is to consider the position carefully at the initial grouping and at each valuation and to notify each employer that is grouped which other employers it is grouped with and details of the grouping method used. If the employer objects to this grouping, it will be set its own contribution rate. For employers with more than 50 contributing members, the Administering Authority would look for evidence of homogeneity between employers before considering grouping. For employers whose participation is for a fixed period grouping is unlikely to be permitted, unless the grouping is with the letting authority for the purpose of risk sharing arrangements.

Where employers are grouped together for funding purposes, this will only occur with the consent of the employers involved.

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All employers in the Fund are grouped together in respect of the risks associated with payment of lump sum benefits on death in service – in other words, the cost of such benefits is shared across the employers in the Fund. Such lump sum benefits can cause funding strains which could be significant for some of the smaller employers without insurance or sharing of risks. The Fund, in view of its size, does not see it as cost effective or necessary to insure these benefits externally and this is seen as a pragmatic and low cost approach to spreading the risk.

## **Stepping**

Again, consistent with the desirability of keeping primary (and overall) employer contribution levels as nearly constant as possible, the Administering Authority will consider, at each valuation, whether new contribution rates should be payable immediately, or should be reached by a series of steps over future years. The Administering Authority will discuss with the Fund Actuary the risks inherent in such an approach, and will examine the financial impact and risks associated with each employer. The Administering Authority's policy is that in the normal course of events no more than three annual steps will be permitted. Further steps may be permitted in extreme cases in consultation with the Fund Actuary.

## **Inter-valuation funding calculations**

In order to monitor developments, the Administering Authority may from time to time request informal valuations or other calculations. Generally, in such cases the calculations will be based on an approximate roll forward of asset and liability values, and liabilities calculated by reference to assumptions consistent with the most recent preceding valuation. Specifically, it is unlikely that the liabilities would be calculated using individual membership data, and nor would the assumptions be subject to review as occurs at formal triennial valuations.



## Notional Sub-Funds for individual employers

### Notional sub-funds

In order to establish contribution requirements for individual employers or groups of employers it is convenient to notionally subdivide the Fund as a whole between the employers (or group of employers where grouping operates), as if each employer had its own notional sub-fund within the Fund.

This subdivision is for funding purposes only. It is purely notional in nature and does not imply any formal subdivision of assets, nor ownership of any particular assets or groups of assets by any individual employer or group.

### Roll-forward of sub-funds

The notional sub-fund allocated to each employer will be rolled forward allowing for all cash flows associated with that employer's membership, including contribution income, benefit outgo, transfers in and out and investment income allocated as set out below. In general no allowance is made for the timing of contributions and cash flows for each year are assumed to be made half way through the year with investment returns assumed to be uniformly earned over that year.

Further adjustments are made for:

- A notional deduction to meet the expenses paid from the Fund in line with the assumption used at the previous valuation.
- Allowance for any known material internal transfers in the Fund (cash flows will not exist for these transfers). The Fund Actuary will assume an estimated cash flow equal to the value of the liabilities determined consistent with the Funding Target transferred from one employer to the other unless some other approach has been agreed between the two employers.
- Allowance for lump sum death in service and any other benefits shared across all employers (see earlier).
- An overall adjustment to ensure the notional assets attributed to each employer is equal to the total assets of the Fund which will take into account any gains or losses related to the orphan liabilities.

In some cases information available will not allow for such cash flow calculations. In such a circumstance:

- Where, in the opinion of the Fund Actuary, the cash flow data which is unavailable is of low materiality, estimated cash flows will be used
- Where, in the opinion of the Fund Actuary, the cash flow data which is unavailable is material, the Fund Actuary will instead use an analysis of gains and losses to roll forward the notional sub-fund. Analysis of gains and losses methods are less precise than use of cash flows and involve calculation of gains and losses relative to the surplus or deficiency exhibited at the previous valuation. Having established an expected surplus or deficiency at this valuation, comparison of this with the liabilities evaluated at this valuation leads to an implied notional asset holding.
- Analysis of gains and losses methods will also be used where the results of the cash flow approach appears to give unreliable results perhaps because of unknown internal transfers.

### Fund maturity

To protect the Fund, and individual employers, from the risk of increasing maturity producing unacceptably volatile contribution adjustments as a percentage of pay, the Administering Authority will normally require defined capital streams from employers in respect of any disclosed funding deficiency.

In certain circumstances, for secure employers considered by the Administering Authority as being long term in nature, contribution adjustments to correct for any disclosed deficiency may be set as a percentage of payroll. Such an approach carries an implicit assumption that the employer's payroll will remain at an assumed level. If payroll drops below this level insufficient corrective action will have been taken. To protect the Fund against this risk, the Administering Authority will monitor payrolls and where evidence is revealed of payrolls not increasing at the anticipated rate, the Administering Authority will consider requiring defined streams of capital contributions rather than percentages of payroll.

Where defined capital streams are required, the Administering Authority will review at future valuations whether any new emerging deficiency will give rise to a new, separate, defined stream of contributions, or will be consolidated with any existing stream of contributions into one new defined stream of contributions.

### **Long-term cost efficiency**

In order to ensure that measures taken to maintain stability of employer contributions are not inconsistent with the statutory objective for employer contributions to be set so as to ensure the long-term cost efficiency of the Fund, the Administering Authority has assessed the actual contributions payable by considering:

- The implied average deficit recovery period, allowing for the stepping of employer contribution changes;
- The investment return required to achieve full funding over the recovery period; and
- How the investment return compares to the Administering Authority's view of the expected future return being targeted by the Fund's investment strategy

## SECTION 5

### SPECIAL CIRCUMSTANCES RELATED TO CERTAIN EMPLOYERS

#### Interim reviews

Regulation 64(4) of the Regulations provides the Administering Authority with a power to carry out valuations in respect of employers which are expected to exit at some point in the future, and for the Fund Actuary to certify revised contribution rates, between triennial valuation dates.

The Administering Authority's overriding objective at all times in relation to employers is that, where possible, there is clarity over the Funding Target for that employer, and that contribution rates payable are appropriate for that Funding Target. However, this is not always possible as any date of exit of participation may be unknown (for example, participation may be assumed at present to be indefinite), and also because market conditions change daily.

The Administering Authority's general approach in this area is as follows:

- Where the date of exit is known, and is more than three years hence, or is unknown and participation is assumed to be indefinite, the Administering Authority will generally not deem it necessary to carry out an interim valuation.
- For Admission Bodies admitted under paragraph 1(d) of Part 3 Schedule 2 of the Regulations falling into the above category, the Administering Authority sees it as the responsibility of the relevant Scheme Employer to instruct it if an interim valuation is required. Such an exercise would be at the expense of the relevant Scheme Employer unless otherwise agreed.
- A material change in circumstances, such as the date of exit becoming known, material membership movements or material financial information coming to light may cause the Administering Authority to informally review the situation and subsequently formally request an interim valuation.
- For an employer whose participation is due to cease within the next three years, the Administering Authority will keep an eye on developments and may see fit to request an interim valuation at any time.

Notwithstanding the above guidelines, the Administering Authority reserves the right to request an interim valuation of any employer at any time if Regulation 64(4) applies.

#### Guarantors

Some employer may participate in the Fund by virtue of the existence of a Guarantor. The Administering Authority maintains a list of employers and their associated Guarantors. The Administering Authority, unless notified otherwise, sees the duty of a Guarantor to include the following:

- If an employer ceases and defaults on any of its financial obligations to the Fund, the Guarantor is expected to provide finance to the Fund such that the Fund receives the amount certified by the Fund Actuary as due, including any interest payable thereon.
- If the Guarantor is an employer in the Fund and is judged to be of suitable covenant by the Administering Authority, the Guarantor may defray some of the financial liability by subsuming the residual liabilities into its own pool of Fund liabilities. In other words, it agrees to be a source of future funding in respect of those liabilities should future deficiencies emerge.

- During the period of participation of the employer a Guarantor can at any time agree to the future subsumption of any residual liabilities of an employer. The effect of that action would be to reduce the Funding and Solvency Targets for the employer, which would probably lead to reduced contribution requirements.

## Bonds and other securitization

Paragraph 6 of Part 3, Schedule 2 of the Regulations creates a requirement for a new admission body to carry out, to the satisfaction of the Administering Authority (and Scheme Employer in the case of an Admission Body admitted under paragraph 1(d)(i) of that Part ), an assessment taking account of actuarial advice, of the level of risk arising on premature termination of the provision of service or assets by reason of insolvency, winding up or liquidation.

Where the level of risk identified by the assessment is such as to require it, the Admission Body shall enter into an indemnity or bond with an appropriate party. Where for any reason it is not desirable for an Admission Body to enter into an indemnity bond, the Admission Body is required to secure a guarantee in a form satisfactory to the Administering Authority from an organisation who either funds, owns or controls the functions of that admission body.

The Administering Authority's approach in this area is as follows:

- In the case of Admission Bodies admitted under Paragraph 1(d) of Part 3, Schedule 2 of the Regulations and other Admission Bodies with a Guarantor, and so long as the Administering Authority judges the relevant Scheme Employer or Guarantor to be of sufficiently sound covenant, any bond exists purely to protect the relevant Scheme Employer or Guarantor on default of the Admission Body. As such, it is entirely the responsibility of the relevant Scheme Employer or Guarantor to arrange any risk assessments and decide the level of bond required from the Admission Body, if any. In this case, the Administering Authority will be pleased to supply some standard calculations provided by the Fund Actuary to aid the relevant Scheme Employer or Guarantor, but this should not be construed as advice to the relevant Scheme Employer or Guarantor on this matter. Once the Scheme Employer or Guarantor confirms their agreement to the level of bond cover proposed, the Administering Authority will be happy to provide a separate document to the Admission Body setting out the level of cover which the Administering Authority and Scheme Employer/ Guarantor consider suitable, but this should not be constructed as advice relevant to the Admission Body on this matter.
- In the case of:
  - Admission bodies admitted under paragraph 1(e) of Part 3, Schedule 2
  - Admission bodies admitted under paragraph 1(d) of Part 3, Schedule 2 where the Administering Authority does not judge the Scheme Employer to be of sufficiently strong covenant
  - Other Admission bodies with no Guarantor or where the Administering Authority does not judge the Guarantor to be of sufficiently strong covenant;

the admission will only be able to proceed once the Administering Authority has agreed the level of bond cover. As such, the Administering Authority will obtain some "standard" calculations from the Fund Actuary to assist them to form a view on what level of bond would be satisfactory. The Administering Authority will be pleased to supply this calculation to the Scheme Employer or Guarantor, where relevant, but this should not be construed as advice to the relevant Scheme Employer or Guarantor on this matter. Once the Scheme Employer or Guarantor, where relevant, confirms their agreement to the level of bond proposed, the Administering Authority will be happy to provide a separate document to the Admission Body setting out the level of cover

which the Administering Authority and Scheme Employer/ Guarantor, where relevant, consider suitable but this should not be constructed as advice relevant to the Admission Body on this matter.

- The Administering Authority notes that levels of required bond cover can fluctuate and will review, or recommend that the Scheme Employer reviews, the required cover at least once a year.

### **Subsumed liabilities**

Where an employer is ceasing participation in the Fund such that it will no longer have any contributing members, it is possible that another employer in the Fund agrees to provide a source of future funding in respect of any emerging deficiencies in respect of those liabilities.

In such circumstances the liabilities are known as subsumed liabilities (in that responsibility for them is subsumed by the accepting employer). For such liabilities the Administering Authority will assume that the investments held in respect of those liabilities will be the same as those held for the rest of the liabilities of the accepting employer. Generally this will mean assuming continued investment in more risky investments than Government bonds.

### **Orphan liabilities**

Where an employer is ceasing participation in the Fund such that it will no longer have any contributing members, unless any residual liabilities are to become subsumed liabilities, the Administering Authority will act on the basis that it will have no further access for funding from that employer once any exit valuation, carried out in accordance with Regulation 64, has been completed and any sums due have been paid. Residual liabilities of employers from whom no further funding can be obtained are known as orphan liabilities.

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The Administering Authority will seek to minimise the risk to other employers in the Fund that any deficiency arises on the orphan liabilities such that this creates a cost for those other employers to make good the deficiency. To give effect to this, the Administering Authority will seek funding from the outgoing employer sufficient to enable it to match the liabilities with low risk investments, generally Government fixed interest and index linked bonds.

To the extent that the Administering Authority decides not to match these liabilities with Government bonds of appropriate term then any excess or deficient returns will be added to or deducted from the investment return to be attributed to the other employers' notional assets.

### **Cessation of participation**

Where an employer becomes an exiting employer, an exit valuation will be carried out in accordance with Regulation 64. That valuation will take account of any activity as a consequence of exit of participation regarding any existing contributing members (for example any bulk transfer payments due) and the status of any liabilities that will remain in the Fund.

In particular, the exit valuation will distinguish between residual liabilities which will become orphan liabilities, and liabilities which will be subsumed by other employers and will take account of any contractual guarantees where possible and notified to the Administering Authority. For example London Borough of Southwark's admission policy generally includes a guarantee that it will take on all the assets and liabilities with no exit payment falling on the exiting employer.

For orphan liabilities the Funding Target in the exit valuation will anticipate investment in low risk investments such as Government bonds. For subsumed liabilities the exit valuation will anticipate continued investment in assets similar to those held in respect of the subsuming employer's liabilities.

Regardless of whether the residual liabilities are orphan liabilities or subsumed liabilities, the departing employer will be expected to make good the funding position revealed in the exit valuation unless a contractual agreement sets out that another employer will take responsibility for all the assets and liabilities relating to the exiting employer. In other words, the fact that liabilities may become subsumed liabilities does not necessarily remove the possibility of an exit payment being required.

## **Academies**

Academies are scheduled bodies and, as such, have an automatic right to join the LGPS. Guidance has been issued by the Secretaries of State for Education and Communities and Local Government but in practice differing approaches are being taken when setting the funding strategy for academies.

In future for a new academy conversion the Administering Authority's standard approach will be to:

- Allocate liabilities to the academy in relation to its current employees only, with the London Borough of Southwark sub-fund retaining liability for former employees;
- Allocate a share of assets from the London Borough of Southwark's sub-fund to the new academy's sub-fund on an appropriate and fair basis.

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59 The Administering Authority will review the above approach if the London Borough of Southwark's sub-fund is found to be in surplus at a subsequent valuation.

For academies which have already converted and whose sub-fund at a subsequent valuation is in deficit, the contribution levels for the academy will normally be set using a Recovery Period of 7 years.



## SECTION 6

### IDENTIFICATION OF RISKS AND COUNTER MEASURES

#### Approach

The Administering Authority seeks to identify all risks to the Fund and to consider the position both in aggregate and at an individual risk level. The Administering Authority will monitor the risks to the Fund, and will take appropriate action to limit the impact of these before, and after they emerge, wherever possible. The main risks to the Fund are considered below:

#### Investment Risk

This covers items such as the performance of financial markets and the Fund's Investment managers, asset reallocation in volatile markets, leading to the risk of investments not performing (income) or increasing in value (growth) as forecast. Examples of specific risks would be:

- Assets not delivering the required return (for whatever reason, including manager underperformance)
- Systematic risk with the possibility of interlinked and simultaneous financial market volatility
- Insufficient funds to meet liabilities as they fall due
- Inadequate, inappropriate or incomplete investment and actuarial advice is taken and acted upon
- Counterparty failure

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The specific risks associated with assets and asset classes are:

- Equities – industry, country size and stock risks
- Fixed income – yield curve, credit risks, duration risks and market risks
- Alternative assets – liquidity risks, property risks, alpha risk
- Money market – credit risk and liquidity risk
- Currency risk
- Macroeconomic risks

The Administering Authority reviews each investment manager's performance quarterly and regularly reviews the asset allocation of the Fund with assistance from its Investment Advisors, Fund Managers and Fund Actuary. The Administering Authority also annually reviews the effect of market movements on the Fund's overall funding position.

#### Choice of Solvency and Funding Targets

The Administering Authority recognises that future experience and investment income cannot be predicted with certainty. Instead, there is a range of possible outcomes, and different assumed outcomes will lie at different places within that range.

The more optimistic the assumptions made in determining the Solvency and Funding Targets, the more that outcome will sit towards the 'favourable' end of the range of possible outcomes, the lower will be the probability of experience actually matching or being more favourable than the assumed experience, and the lower will be the Solvency and Funding Targets calculated by reference to those assumptions.

The Administering Authority will not adopt assumptions for Scheduled Bodies and certain other bodies which, in its judgement, and on the basis of actuarial advice received, are such that it is less than 55% likely that the strategy will deliver funding success (as defined earlier



in this document). Where the probability of funding success is less than 65% the Administering Authority will not adopt assumptions which lead to a reduction in the aggregate employer contribution rate to the Fund.

The Administering Authority's policy will be to monitor an underlying 'low risk' position (making no allowance for returns in excess of those available on Government stocks) to ensure that the Funding Target remains realistic.

### Employer Risk

The risks arise from the ever-changing mix of employers; from short-term and ceasing employers; and the potential for a shortfall in payments and/or orphaned liabilities.

The Administering Authority will put in place a funding strategy statement which contains sufficient detail on how funding risks are managed in respect of the main categories of employer (e.g. scheduled and admitted) and other pension fund stakeholders.

The Administering Authority will consider building up a knowledge base on their admitted bodies and their legal status (charities, companies limited by guarantee, group/subsidiary arrangements) and use this information to inform the Funding Strategy Statement.

### Liquidity and maturity risk

The LGPS is going through a series of changes, each of which will impact upon the maturity profile of the LGPS and have potential cash flow implications. The increased emphasis on outsourcing and other alternative models for service delivery, which result in active members leaving the LGPS; transfer of responsibility between different public sector bodies; scheme changes which might lead to increased opt-outs; the implications of spending cuts – all of these will result in workforce reductions that will reduce membership, reduce contributions and prematurely increase retirements in ways that may not have been taken into accounting in previous forecasts.

There are also issues relating to the increasing maturity profile of individual employers, and the Administering Authority not being made aware of such changes in a timely manner.

The Administering Authority's policy is to require regular communication between itself and employers, to review maturity at overall Fund and employer level and to ensure regular reviews of such items as bond arrangements, financial standing of non-tax raising employers and funding levels.

Particular examples are set out below:

- Early retirement strain payments - No allowance is made in actuarial valuations of the Fund for the additional value of the benefits when a member is made redundant or leaves on the grounds of efficiency. To counter the potential 'strain' (or cost) emerging at the next valuation early retirement strain payments are required from the employer to the Fund to meet this additional cost over a period of no longer than 3 years.
- Bodies ceasing to exist with unpaid deficiency - Some employers can cease to exist and become insolvent leaving the employers in the Fund open to the risk of an unpaid deficit. For admission bodies admitted under paragraph 1(d) of Part 3, Schedule 2, any such deficit will be met by the relevant Scheme Employer and there is therefore little risk to other employers in the Fund (provided of course that the relevant Scheme Employer is itself regarded to be of good covenant).

Other employers are more problematic and the Administering Authority will as far as practicable look to reduce risks by

- Use of bond arrangements or,
- Ensuring there is a guarantor to back the liabilities of the body, or,
- Monitoring other employers with small or declining membership to ensure that funding is close to 100% on the solvency measure by the time the last member leaves service and this may affect the funding strategy accordingly

### Liability Risk

The main risks include interest rates, pay and price inflation, life expectancy, changing retirement pattern and other demographic changes.

The Administering Authority will ensure that the Fund Actuary investigates these matters at each valuations or, if appropriate, more frequently, and reports on developments. The Administering Authority will agree with the Fund Actuary any changes which are necessary to the assumptions underlying the measure of solvency to allow for observed or anticipated changes.

The Fund Actuary will also provide quarterly funding updates to assist the Administering Authority in its monitoring of the financial liability risks.

If significant liability changes become apparent between valuations, the Administering Authority will notify all employers of the anticipated impact on costs that will emerge at the next valuation and consider whether any bonds that are in place for Admission Bodies require review.

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### Regulatory and Compliance Risk

The risks relate to changes to both general and LGPS specific regulations, national pension requirements or HM Revenue and Customs' rules.

The Administering Authority will keep abreast of all proposed changes. If any change potentially affects the costs of the Fund, the Administering Authority will ask the Fund Actuary to assess the possible impact on costs of the change. Where significant, the Administering Authority will notify employers of the possible impact and the timing of any change.

### Smoothing Risk

The Administering Authority recognises that utilisation of a smoothing adjustment in the solvency measurement introduces an element of risk, in that the smoothing adjustment may not provide a true measure of the underlying position. Where such an adjustment is used, the Administering Authority will review the impact of this adjustment at each valuation to ensure that it remains within acceptable limits to ensure that it does not alter the disclosed solvency level by more than 5%.

### Recovery Period Risk

The Administering Authority recognises that permitting surpluses or deficiencies to be eliminated over a recovery period rather than immediately introduces a risk that action to restore solvency is insufficient between successive measurements. The Administering Authority will discuss the risks inherent in each situation with the Fund Actuary and to limit the permitted length of recovery period where appropriate. Details of the Administering Authority's policy are set out earlier in this Statement.

## Stepping Risk

The Administering Authority recognises that permitting contribution rate changes to be introduced by annual steps rather than immediately introduces a risk that action to restore solvency is insufficient in the early years of the process. The Administering Authority will limit the number of permitted steps as appropriate. Details of the Administering Authority's policy are set out earlier in this Statement.

## Appendix 4: Investment Strategy Statement

### 1. Introduction

The Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016 require administering authorities to formulate and to publish a statement of their investment strategy (ISS), in accordance with guidance issued from time to time by the Secretary of State.

This ISS has been designed to be a living document and is an important governance tool for the London borough of Southwark Pension Fund (the Fund). This document sets out the investment strategy of the Fund, provides transparency in relation to how the Fund investments are managed, outlines the Fund's approach to managing risk, how environmental, social and governance issues are taken into account and the approach with regard to pooling of investments. This document replaces the Fund's Statement of Investment Principles.

This statement will be reviewed by the Pensions Advisory Panel annually, or more frequently should any significant change occur, with any resulting recommendations made to the Strategic Director of Finance and Governance.

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Southwark Council is the administering authority for the Southwark Local Government Pension Fund and bears ultimate responsibility for the funding of member pensions. The management and strategic direction of the Fund, whilst separate from the council, will always take into consideration the council's long term objectives.

In this regard the Fund's investment principles are aligned with the council's fairer future principles as defined in the Council Plan, in particular, the fairer future value of "spending money as if it were from our own pocket" and the "fit for the future" principles to ensure financial sustainability.

<http://moderngov.southwark.gov.uk/documents/s65076/Appendix%201%20Council%20Plan%20Refresh.pdf>

The Fund is fully committed to collaboration with other local authority partners and in 2015 invested, and is an active shareholder, in the London Collective Investment Vehicle (CIV). The London CIV is a collaborative venture between local authorities to deliver benefits of investment scale and efficiency to the participating Funds. The Fund will continue to support the development of the London CIV as an investment vehicle.

## 2. Investment objectives and principles

The Fund is an open, defined-benefit pension fund as part of the national Local Government Pension Scheme. The Scheme rules are determined at national level and cover many elements of the Fund, such as employee benefits and employee contributions. The nature of the Fund and scheme design means that payment of pensions will extend over the very long term.

In setting the investment strategy the Fund seeks to balance twin objectives: first, to achieve sufficient long-term returns for the Fund to be affordable and second, to keep the employers' contribution rate as stable as possible.

The Fund will seek to operate a long term, sustainable strategy; one which does not rely upon the pursuit of short term returns or adherence to asset management trends, but utilises a well structured asset and fund manager investment allocation to target long term socially responsible investment performance. The Fund's uncomplicated investment structure provides significant flexibility and adaptability if required.

To achieve the twin objectives, the Fund needs to invest in a diverse range of assets which provide higher returns relative to the growth of pension liabilities whilst taking account of the volatility inherent in investment markets. The principles set out below provide high level guidance on how the Fund seeks to meet these objectives and manage the associated risks.

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### Governance

- The Fund seeks at all times to adopt best practice governance standards within a structured framework, compliant with regulatory requirements and with expert independent advice taken throughout the decision making process.
- The Fund will operate with transparency and be accountable for decision making to stakeholders and scrutiny bodies.
- The Fund will ensure that officers and members of the Pensions Advisory Panel and Local Pension Board have the necessary skills, expertise and resources to ensure effective and evidence based decision making regarding the Fund's investment strategy.

### Investment structure and risk management

- The Fund is a long term investor and as such the Fund invests in a wide range of investment assets, which may be volatile or illiquid, such as equity or property, but that over the long term can generate a sufficient return to meet the Fund's pension obligations.
- The Fund operates an evidenced and research based approach to investment; continually utilising research and guidance from investment professionals and peers, and seeking continual development in the understanding of investment.

- The Fund recognises the importance of having the right asset allocation, but also the value of developing the right structure and appointing suitable investment managers. The Fund will take account of markets and the economic background in decision making, but will avoid making decisions on a purely short term basis.
- The Fund will be comprehensive in the consideration of risks; the Fund will base assessments of risk on future pension liabilities and contributions, will consider financial and non-financial risks, diversify investment assets in an appropriate manner, but also recognise the limits of that diversification. As a long term investor the Fund understands that investment success depends significantly on the sustainable growth of the economy.
- The Fund will seek the most efficient and cost-effective solutions to achieving the Fund's objectives. This may involve active management and other services where additional costs are justified. Fees will always be considered in the context of overall performance and it is recognised that higher performance may be associated with higher fees.
- The Fund is an active shareholder in the London CIV, with the Fund making regular contributions to the London CIV to assist in the development and expansion of the collaborative venture. Any future investments within the London CIV will be dependent upon the satisfactory completion of detailed due diligence and review to the same high standard that would be undertaken outside the investment pool.

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### **Responsible investment and stewardship**

- The Fund is a responsible investor; holding the belief that well governed companies that manage their business in a responsible and sustainable manner will generate better returns over the long term.
- The Fund is prepared to be innovative and demonstrate thought leadership in investment, within a framework of prudence and fiduciary duty.
- The Fund will actively exercise responsible stewardship of the assets held and act as a responsible voice in the broader investment community.
- The Fund will collaborate with others whenever possible to share ideas and best practice, and to improve effectiveness and to reduce costs.

### 3. Investment strategy and the process for ensuring suitability of investments

The Fund's asset strategy, along with an overview of the role each asset plays is set out in the table below:

Asset class	Target Allocation %	Investment Style %	Maximum Allocation %	Role (s) within the strategy
Equity	50.0	Passive 40.0	65.0	Expected long term growth in capital and income in excess of inflation over the long term.
		Active 10.0		
Diversified Growth	10.0	Active 10.0	20.0	Primarily for diversification from equities. Equity like returns over time with a lower level of risk.
Absolute Return Fixed Income	5.0	Active 5.0	10.0	Diversified approach to fixed income investing which is not dependent on the direction of interest rates.
Index Linked Gilts	10.0	Passive 10.0	40.0	Low risk (relative to the liabilities) asset that provides inflation linked income and protection from falling interest rates.
Property	20.0	Direct 14.0	30.0	Provides diversification from equities and fixed income. Generates investment income and provides some inflation protection.
		Pooled Fund 6.0		
Sustainable Infrastructure	5.0	Limited Partnership 5.0	10.0	Asset class provides additional diversification from traditional asset classes. Generates sustainable, reliable income with significant linkage to inflation. Provides risk mitigation from declining fossil fuel usage.

The above table sets out the Fund's asset allocation strategy with a target allocation to each asset class. If the actual asset allocation as at a reporting



quarter end moves outside a target range for a particular asset class, (plus or minus 5% of total investment assets) the Strategic Director of Finance and Governance will review the portfolio and prevailing market conditions to determine if a corrective rebalancing action is required. A breach of the target range will not necessitate a portfolio rebalance.

Under Regulation 7 of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016, the Fund is required to set maximum investment limits pertaining to different asset classes so that actual allocation to those asset classes will not breach this maximum limit. The limits as applied to the Fund are set out in the above table.

Appendix A shows the Fund's current investment manager appointments and mandates.

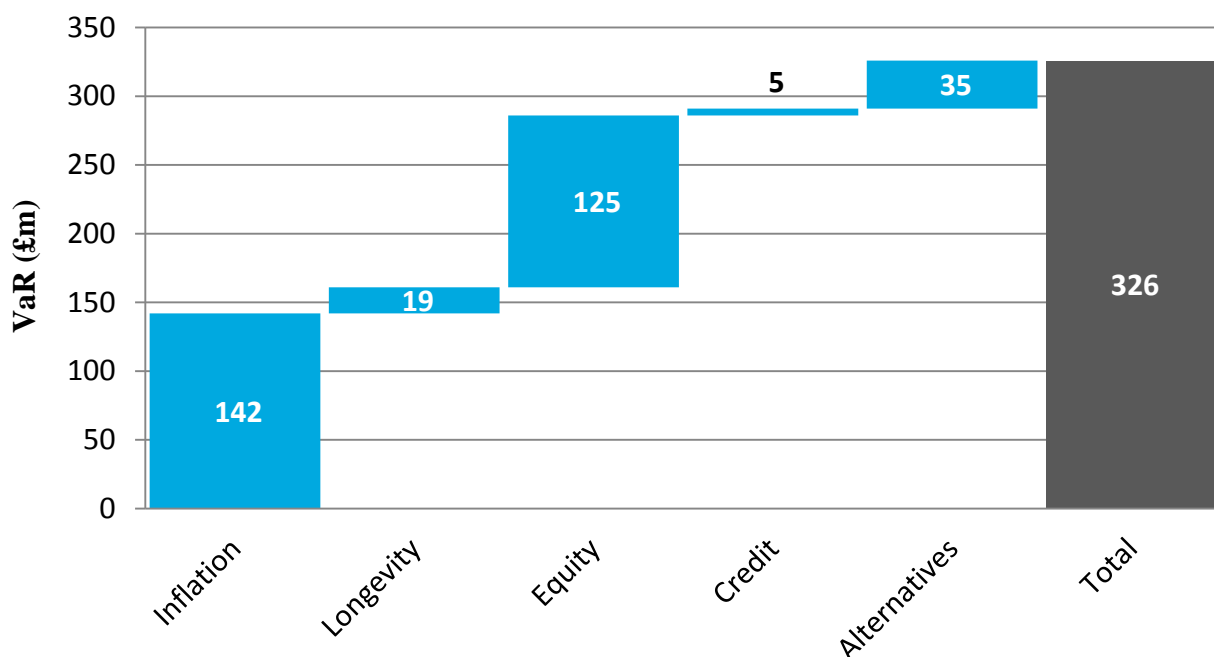
The Fund's asset allocation is reviewed on an ongoing basis and undergoes a triennial strategy review as part of the actuarial valuation process. The triennial review looks at both qualitative and quantitative analysis, covering:

- The required level of return that will mean the Fund is able to meet its future benefit obligations as they fall due.
- The level of risk that the Fund can tolerate in absolute terms, and in relation to its funding level and deficit.
- An analysis of the order of magnitude of the various risks facing the Fund, so that the Fund can focus upon the most significant risks.
- The desire for diversification across asset class, region, sector, and type of security.

## 4. Risk measurement and management

The risks inherent within the portfolio are assessed both qualitatively and quantitatively as part of regular investment strategy reviews by the Strategy Director of Finance and Governance and the Pensions Advisory Panel. The Fund uses specialist external investment advisors under contract, to support these reviews and on an ongoing basis. The Fund highly values the use of specialist support in the management of performance and risk.

The Fund currently uses risk attribution analysis to determine the order of magnitude of the main investment risks the Fund is facing. The chart below shows the VaR (Value at Risk, essentially the estimated losses that would occur in a 1-in-20 event) facing the Fund, split into major risk categories.



As an additional illustration of risk, the table below, based on the 31 March 2016 Actuarial Valuation results and estimates, shows how a range of events could impact on the Fund:

Event	Event movement	Impact on the Fund
Fall in equity markets	25% fall in equities	£175m
Rise in inflation	1% increase in inflation	£286m
Fall in interest rates	1% fall in interest rates	£286m
Underperformance by the active managers	3% collective underperformance	£20m

The Fund's overall investment strategy is designed to mitigate much of the underlying risk through the holding of a variety of different, diverse asset classes (e.g. long term directly held property investments).

### Equity risk

The largest asset risk to the Fund is in relation to its equity holdings. Should equity markets deteriorate significantly this will have a large negative impact on the Fund's assets. The Fund invests in equities in order to provide the necessary long term expected returns to help ensure that the Fund remains affordable. The Fund believes that the extra returns that are expected to be generated by equities compensate for the level of risk equities bring to the Fund. However, the Fund is aware of the need for diversification in growth assets, and the Fund's strategy reflects this via allocations to absolute return investment mandates and property.

### Inflation

CPI inflation will increase the value of pension benefits accrued by active and deferred members of the Fund as well as increasing the value of pensions in payment. The Fund has an allocation to index linked gilts for explicit inflation protection and other investment assets, such as property and equities, in the expectation that these will achieve returns in excess of inflation over time.

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### Active manager risk

Active investment managers are appointed to manage a portion of the Fund's assets. This brings with it the risk of underperformance relative to the market but also brings the chance of additional returns and diversification. The additional risk is small relative to other risks. Extensive due diligence is undertaken before managers are selected and investment managers are also monitored regularly by Fund officers, the Pensions Advisory Panel, and by the Fund's investment advisors.

### Liquidity risk

The Fund recognises that there is liquidity risk in holding assets that are not readily marketable and realisable. Given the long term investment horizon and the potential for an illiquidity premium in investment returns, the degree of liquidity risk within the portfolio is considered as acceptable. The Fund has a large allocation to property but the majority of the Fund's assets are realisable at short notice.

The table below sets out a summarised cash flow position of the Fund over the last five financial years.

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
	£000	£000	£000	£000	£000	£000
Contributions	and 55,650	49,364	51,288	54,569	61,181	55,789
Transfers In						

	2011-12 £000	2012-13 £000	2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000
Benefits and Trasfers Out	-57,481	-50,956	-51,949	-51,801	-61,755	-60,269
Investment Income	17,249	14,104	12,345	12,903	12,717	14,324
<b>Net Position</b>	<b>15,418</b>	<b>12,512</b>	<b>11,684</b>	<b>15,671</b>	<b>12,143</b>	<b>9,844</b>

The Fund is currently cash flow positive; in that the sum of contributions received and investment income is greater than the benefits paid out to pensioners. During 2016-17 the Fund received £9.8m more in contributions and investment income than was paid out in benefits. As such the Fund is not currently exposed to unplanned and inefficient divestment of assets.

### Exchange rate risk

This risk arises from investing in unhedged overseas (non GBP denominated) assets, with all pension benefits due to be paid in sterling. As a long term investor the Fund takes the view that currency volatility can be tolerated. The Fund's portfolio is well diversified across asset classes, geography and investment managers.

### Demographic risks

The Fund is subject to a range of demographic risks, but with particular importance to the investment strategy is the possibility of a maturing Fund membership profile. This would involve a change in the ratio between active members contributing into the Fund and pensioner members drawing pension benefits from the Fund. The more mature a pension fund, the more likely it is that disinvestments would need to be made to pay benefits. The Fund is not in that situation at present as income from contributions and investments is greater than benefit payments. However, this situation is monitored regularly and formally as part of the actuarial valuation and strategy review.

### Environmental, social and governance risks

The Fund believes that environmental, social and governance (ESG) factors should be taken into account on an ongoing basis and are an integral part of the Fund's objective to be a long term sustainable investor.

The Fund has committed to a long term process of cutting fossil fuel investments. More information on this policy is set out in section 6.

Fund engagement is crucial in relation to improving standards of corporate governance, which over the long term is expected to enhance investment returns. Details of the Fund's approach are set out in sections 6 and 7 as well as the Fund's initial approach for the implementation of a reduction in fossil fuel exposure as Appendix C.

## 5. Approach to asset pooling

The Fund is a shareholder of the London Collective Investment Vehicle (CIV). The London CIV was created in 2015 and is in the process of opening a range of sub-funds for potential investment. As part of any future changes to investment strategy, the Fund will look first to the availability of appropriate investment products within the London CIV.

The transition of any assets into the pool will follow the normal due diligence process with consideration of: transition costs, fees (direct and indirect), reporting arrangements, socially responsible investment requirements and, most importantly, expectations for future performance.

The Fund currently benefits from lower fees for passive investments arising from collective fee arrangements with the CIV, although these are not assets under management of the London CIV (value as at 30 September 2017 £848m, approximately 56% of the Fund).

The fund has a target allocation of 20% of the Fund to illiquid property assets and the cost of exiting these strategies early would have a significant negative financial impact on the Fund.

## 6. Environmental, social and corporate governance policy

The Fund is a long term investor that aims to deliver a truly sustainable pension fund; ensuring that it is affordable, delivers financially to meet the objectives of the Fund employers, and is invested responsibly.

The fiduciary duty of the Fund is to act in the best long term interests of Fund members. To do so properly requires the Fund to recognise that environmental, social and governance issues can impact on the Fund's financial performance and that they should be taken into account in funding and investment strategies, and throughout the funding and investment decision making process.

The Fund recognises the growing financial risks associated with investment in traditional energy sources and is fully committed to the continued reduction in exposure to fossil fuel. The Fund commits to transferring over time any current investments in these traditional energy sources in a way that is both structured and affordable and also meets the Fund's fiduciary duties.

Appendix C outlines the initial approach by which the Fund will achieve this divestment, how the risks and other considerations associated with such a commitment will be managed and how the divestment over time will be incorporated into the asset allocation strategy for the Fund.

The Fund will seek to incorporate ESG considerations at all stages in the investment process; from the overall asset allocation, to individual investment selections, and continued engagement and responsible stewardship of Fund assets.

The Fund will continue to explore new opportunities in sustainable energy and infrastructure. Where possible, these opportunities should be pursued through arrangements entered into with the London CIV, although it is recognised at this time that there is no such plan for these facilities to be accessible through this route.

The responsible investment objectives of the Fund are promoted through membership of the Local Authority Pension Fund Forum (LAPFF). As a LAPFF member the Fund allies itself with 71 other shareholders with combined assets of over £175 billion to influence key areas of responsible investment interest.

The Fund's key responsible investment principles are set out below:

- Apply long term thinking to deliver long term sustainable returns.
- Seek sustainable returns from well governed and sustainable assets.
- Apply a robust approach to effective stewardship.
- Engagement through voting, meetings, and the LAPFF is a valuable tool to influence organisations in areas of responsible investment interest.
- Ensure that responsible investment is a core competency and skill to support decision making.
- Seek to innovate, demonstrate and promote responsible investment leadership and ESG best practice.
- Apply evidence based decision making in the implementation of responsible investment.
- Achieve improvements in ESG through effective partnerships with the London CIV and LAPFF.
- Share ideas and best practice to achieve wider and more valuable responsible investment outcomes.
- Be transparent and accountable in all Fund activities.
- Consider the costs of responsible investment decisions alongside fiduciary responsibilities.
- To continue with a structured, measured process of reducing and ultimately eliminating investments in fossil fuels.

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## **7. Policy of the exercise of rights (including voting rights) attaching to investments**

The Fund follows the principles of the UK Stewardship Code and exercises the voting rights attached to its investments wherever it is possible and cost effective to do so. The Fund intends to formally sign up to the UK Stewardship Code.

The aim is to promote and support good corporate governance principles and best practice. Voting rights should be exercised in accordance with the best financial interests of both the beneficiaries and contributors to the Fund. Environmental, social and ethical considerations may be taken into account when exercising votes where this acts in these parties' best interests.

Fund managers have been instructed to vote in accordance with their house policies and practices, whilst also taking into account the Combined Code on Corporate Governance. Where practical, managers should vote in line with the council's priority themes.

Fund managers report in advance of all voting rights they intend to exercise on behalf of the Fund. They provide details of their house view and on how they intend to vote. They ensure that this is consistent with the council's key themes and also with the LAPFF principles.

Fund managers' views are compared with the voting recommendations of LAPFF. Where the fund managers' house views are not consistent with those of LAPFF, the fund manager is instructed by the Fund to vote in line with the recommendations of the LAPFF.

Fund managers provide a quarterly report on corporate governance activity. This lists all votes which have been exercised and all engagement with companies which has taken place. It allows for checks to be carried out in order to ensure all the Fund's voting rights have been exercised in accordance with policy. Summary reports outlining voting and engagement activity are provided at quarterly Pensions Advisory Panel meetings.

## **Myners Principles**

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The Government introduced a code in October 2001 based on the results of HM Treasury's review of institutional investment in the UK, carried out by Paul Myners. This code set out ten principles that were intended to improve the investment management of pension funds. These were updated in October 2008 and previously LGPS administering authorities were required to prepare, publish and maintain statements of compliance against a set of six principles within the Statement of Investment Principles. Although not specifically required by the Regulations the Fund sees the Myners Principles as a relevant governance tool and will continue to report on compliance.

The Fund is fully compliant with the six principles and Appendix B sets out the compliance statement.

## **Advice Taken**

In creating this statement, the Fund has taken advice from its investment consultant. Also, in relation to each of the constituent parts, such as the asset allocation and risk mitigation, advice has been taken from its investment consultant, Mercer, and the scheme actuary, Aon Hewitt.



## Appendix A – Current investment managers and mandates.

Manager	Mandate	Benchmark	Benchmark Weight (%)	Outperformance target (% p.a.)
BlackRock	Balanced	In line with customised benchmarks using monthly mean fund weights	25.0	-
BlackRock	Dynamic Diversified Fund	LIBOR	10.0	+3.0% net of fees
BlackRock	Absolute Return Bonds	LIBOR	10.0	+4.0% net of fees
L&G	Passive Global Equities and Bonds	FTSE All World	25.0	-
Newton	Global Equity	FTSE All World	10.0	+3.0% net of fees
TH Real Estate	Core Property	7.0% p.a. absolute return	14.0	
Frogmore	Opportunistic Property	16.5% p.a. absolute return	1.5	-
Brockton	Opportunistic Property	15.0% p.a. absolute return	1.5	-
Invesco	PRS Property	8.5% p.a. absolute return	1.5	-
M&G	PRS Property	8.0% p.a. absolute return	1.5	-

## Appendix B

### *Myners Principles – Assessment of Compliance*

#### 1. Effective Decision-Making

##### Principle

Administering authorities should ensure that:

- Decisions are taken by persons or organisations with the skills, knowledge, advice and resources necessary to make them effectively and monitor their implementation; and
- Those persons or organisations have sufficient expertise to be able to evaluate and challenge the advice they receive and manage conflicts of interest.

##### State of Compliance

The Fund is currently **fully compliant** with this principle:

- The Pensions Advisory Panel is supported by suitably qualified officers and external advisors. All members of the Panel are offered training on appropriate topics.

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#### 2. Clear Objectives

##### Principle

An overall investment objective(s) should be set out for the fund that takes account of the scheme's liabilities, the potential impact on local tax payers, the strength of the covenant for non-local authority employers and the attitude to risk of both the administering authority and scheme employers and these should be clearly communicated to advisors and investment managers.

##### State of Compliance

The Fund is currently **fully compliant** with this principle:

- The Fund's objectives are set out in the Investment Strategy Statement and the Funding Strategy Statement. The objective, benchmark and risk parameters are clearly stated in the Investment Management Agreements with each investment manager.
- Covenants of all scheme employers are reviewed on an ongoing basis.

### 3. Risk and Liabilities

#### Principle

- In setting and reviewing their investment strategy, administering authorities should take account of the form and structure of liabilities.
- These include the implications for local tax payers, the strength of the covenant for participating employers, the risk of their default and longevity risk.

#### State of Compliance

The Fund is currently **fully compliant** with this principle:

- The asset allocation strategy is reviewed every 3 years. Mercer Ltd is commissioned to carry out an asset liability study which models the risk/reward characteristics of different investment strategies.
- The study follows the triennial actuarial valuation and the form and structure of liabilities are fully taken into account.

### 4. Performance Assessment

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#### Principle

- Arrangements should be in place for the formal measurement of performance of the investments, investment managers and advisors.
- Administering authorities should also periodically make a formal assessment of their own effectiveness as a decision making body and report on this to scheme members.

#### State of Compliance

The Fund is currently **fully compliant** with this principle:

- The Pensions Advisory Panel monitors the performance of the investment managers and the suitability of the investment strategy on a regular basis.
- Performance measurement is provided by JP Morgan and Mercer Ltd.
- Assessment of the effectiveness of the administering authority is reflected through the effectiveness of the decision making in the investment returns achieved. Further, with the establishment of the Local Pensions Board, scrutiny of the Pensions Advisory Panel is now being undertaken.
- A procurement exercise was carried out in 2014 which resulted in the appointment of Mercer Ltd as the fund's investment advisors. They were

appointed through the National LGPS Frameworks and as such are subject to ongoing review at the framework level. Feedback is provided to the framework on an annual basis.

## 5. Responsible Ownership

### Principle

Administering authorities should:

- Adopt, or ensure their investment managers adopt, the Institutional Shareholders' Committee Statement of Principles on the responsibilities of shareholders and agents.
- Include a statement of their policy on responsible ownership in the statement of investment principles.
- Report periodically to scheme members on the discharge of such responsibilities.

### State of Compliance

The Fund is currently **fully compliant** with this principle:

- The Fund has adopted the investment managers' policies on activism and each has adopted the Institutional Shareholders' Committee Statement of Principles. All investment managers adopt a policy of engagement with companies.
- The Fund's policy on responsible ownership is set out in its Investment Strategy Statement.
- Investment managers report on the exercise of voting rights and this is monitored by officers and the Pensions Advisory Panel to ensure consistency with the Fund's policy.
- The pension fund is a member of the LAPFF, the UK's leading collaborative shareholder engagement group.
- Responsible ownership is periodically reported to the Pensions Advisory Panel and states how active fund managers are discharging these responsibilities.
- A section on responsible ownership is included in the Pension Fund Annual Report and a member survey has been completed. These ensure that members are both provided with the relevant information and are able to input their views into the responsible ownership process going forward.

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## 6. Transparency and Reporting

### Principle

Administering authorities should:

- Act in a transparent manner, communicating with stakeholders on issues relating to their management of investment, its governance and risks, including performance against stated objectives.
- Provide regular communication to scheme members in the form they consider most appropriate.

### State of Compliance

The Fund is currently **fully compliant** with this principle:

- Documents relating to the Pension Fund are published on the council's website.
- The annual report sets out the arrangements during the year for the management of investment, governance and risks and other relevant information.
- Members can also request information directly from the council.
- The Pension Advisory Panel minutes are published on the council's website.

## **Appendix 5 - Communications Strategy**

### **Introduction and Regulatory Framework**

This is the communication strategy for the Local Government Pension Fund administered by Southwark Council.

As at 31 March 2018, the pension fund has 24,180 scheme members (10,269 deferred, 6,291 active and 7,620 pension members) and also has 43 admitted and scheduled bodies.

This document provides an overview of how Southwark Council communicates to these and other interested parties.

A written statement of the strategy is a requirement of the provisions of Regulation 61 of the Local Government Pension Scheme Regulations 2013 which require Southwark Council to prepare and maintain a written statement setting out the policy of communicating with members, representatives of members, prospective members and scheme employers.

The statement must also set out the Fund's policy on the provision of information and publicity to scheme members and their representatives, and scheme employers of member, on the format, frequency and method of distributing that information, and on the promotion of the scheme to prospective members and their employers.

### **Responsibilities and Resources**

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Within the pension administration section the Pensions Manager has responsibility for preparing communication material and organising communication events with the support of key personnel in the team.

Communication material is produced within the section, supported by Aon Hewitt, Southwark Council pension fund's actuaries, as required.

The communication strategy is approved by the Strategic Director of Finance and Governance, on the advice of the pensions advisory panel (PAP) and following review by the local pensions board.

### **Communication with Key Stakeholders**

The key stakeholders that we communicate with and who form part of this communication strategy are:

- Active members
- Deferred members
- Pensioner members
- Prospective members
- Scheme employers (admitted and scheduled bodies plus schools)
- Senior Managers
- Union Representatives
- Elected members, PAP and Local Pension Board

We seek to utilise an electronic form of communication wherever possible. However, there will always be examples where that is not appropriate, including such factors as member demographic, the need for face-to-face communication and training, and regulatory factors.

We will also aim to meet any requests to improve the accessibility of information such as larger font or information in another language.

As Southwark Council administers the pension fund, all communication conforms to the council's branding.

### Active, Deferred and Pensioner Members

We aim to ensure that as far as reasonable, members understand their benefits and rights under the pension scheme. We also aim to ensure that members receive timely and accurate information.

Key approaches are outlined in the table below.

<b>Information type</b>	<b>Method of Communication</b>	<b>Frequency of Issue</b>	<b>Distribution</b>	<b>Stakeholder</b>
<b>Scheme booklet</b>	Electronic and paper based on intranet	At joining and at major scheme changes	Emailed or posted to employees by employer	Active members
<b>Retirement Presentations</b>	Face-to-face	Regularly as required	Advertised on intranet and invitations via HR team	Active members
<b>Pension Roadshows and drop in sessions</b>	Face-to-face	On request and at major scheme changes	Advertised on intranet	Active members
<b>Pension Fund Annual Report</b>	Southwark Council website	Annual	On request	All members
<b>Benefit Statements</b>	Via email to active members. Via post to deferred members	Annual	Employee email address for active members, home addresses for deferred	Active and Deferred members
<b>Website information and links, including Member Self Service (MSS)</b>	Electronic	Continuously available	Advertised on communication	All members
<b>Newsletters</b>	Electronic, via email or by post, as appropriate	Periodically	Electronic, via email or by post, as appropriate	All members



### Prospective Members and their Employers

The objective is to increase take up of the pension and also to use as a means of attracting potential new employees. We support Southwark Council's Human Resources team and scheme employers to meet these objectives, as we do not have direct access to prospective members.

We support these objectives by making available the LGPS leaflet which is distributed to potential or new employees via the employers.

### Scheme employers plus Southwark Schools

The objective is to ensure that they understand their responsibilities and benefits under the LGPS scheme, particularly the importance of timely and accurate information.

Key approaches are outlined in the table below:

<b>Information Type</b>	<b>Method of Communication</b>	<b>Frequency of Issue</b>	<b>Distribution</b>
<b>Administration Strategy</b>	Southwark Council website and electronic	Continuously available and reissued if major change	Initially via email and advertised on other communications
<b>Employer Guide</b>	Southwark Council website and electronic		Initially via email and advertised on other communication
<b>System Guide</b>	Southwark Council website and electronic		Initially via email and advertised on other communications
<b>Training Sessions</b>	Face-to-face	As required	Email to employer contacts with personal invitations
<b>Newsletters/ updates</b>	Email	As required	Email to employers' named contact officers

### Senior Managers

The objective is to ensure that senior managers are aware of the benefits of the pension scheme, to enable them to support their staff and, in addition, to help them understand the cost and funding implications so that they can make informed employer decisions.

Over and above the various member communication approaches already outlined above, the team also runs regular senior manager briefings.

#### Union Representatives

The objective is to provide union member representatives with pension scheme information to support their members. It is also to ensure that they are aware of the pension fund policy.

The union representatives are involved in the pension briefing sessions, and ad-hoc face-to-face meetings are held as required.

#### Elected Member, PAP and Local Pension Board

The objective is to ensure that these stakeholders are aware of their responsibilities in relation to the scheme, to seek their view on discretionary policies and responses to government consultations.

These objectives are achieved via a training programme for new and existing panel and board members. In addition regular briefing papers will be presented to the panel and the board on key areas related to the pension scheme.

#### **Performance Measurement and Review**

We measure our performance in how effectively we communicate with each of the stakeholder groups. We use a combination of qualitative feedback and measurable targets in order to assess both the effectiveness of the communication strategy and also to measure our performance in meeting the requirements of the strategy.

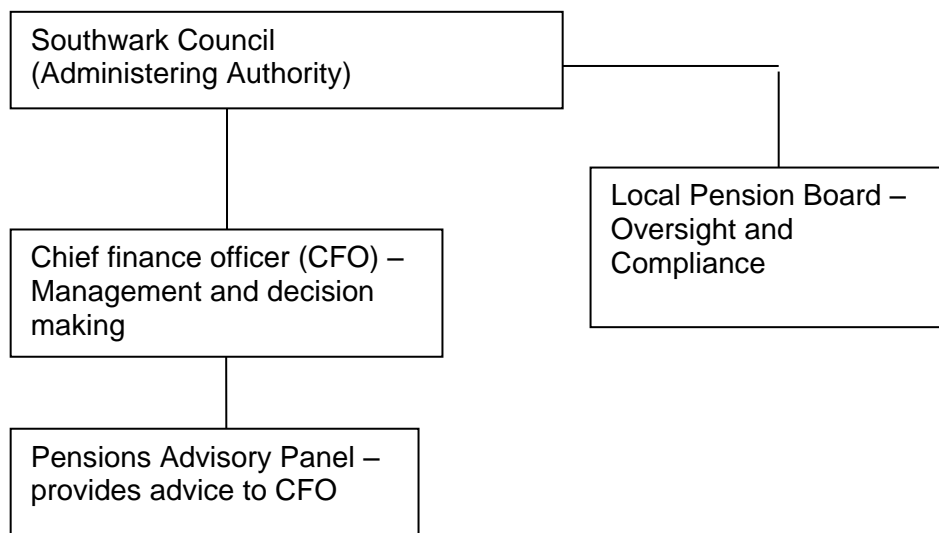
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The strategy is reviewed annually to ensure that it meets stakeholders' needs and regulatory requirements.

As part of that review, we consider any qualitative feedback from stakeholders to identify if revisions are required to either the strategy itself or communication approaches or material.

# Appendix 6: Governance Compliance Statement

## Background



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Regulation 55 of the Local Government Pension Scheme Regulations 2013 requires that an administering authority must prepare, maintain and publish a written statement setting out:

- Whether the administering authority delegates the function in relation to maintaining a pension fund to a committee, a sub-committee or an officer;
- The frequency of any committee or sub-committee meetings;
- The terms of reference, structure and operational procedures of the delegation;
- Whether the committee or sub-committee includes representatives of employing authorities or members.

The London Borough of Southwark Pension Fund covers each of these in the following ways:

### Arrangements for Maintaining a Pensions Fund Committee

Since 2004 this function has been delegated to the Pensions Advisory Panel, whose primary objective is to assist the Strategic Director of Finance & Corporate Services in the management of the Pensions function within the Council.

### Frequency of Meetings

The Pensions Advisory Panel meets once every quarter. Additional meetings are held where issues requiring urgent attention arise.

### **Terms of Reference, Structure and Operational Procedures**

The primary objective of the Pensions Advisory Panel is to provide advice to the Strategic Director of Finance & Governance in the management of the Pension Fund. This will include the provision of advice on the following:

#### **INVESTMENTS**

1. Establishing and reviewing the strategic investment objectives.
2. Reviewing the definition of the investment return target most likely to satisfy this investment objective.
3. Considering what constraints, if any, should apply to the invested assets and monitor compliance.
4. Establishing and reviewing the strategic asset allocation (benchmark) that is likely to meet the investment return target.
5. Considering and reviewing the appropriateness of the fund structure i.e. the delegation of powers to managers, setting boundaries for the managers' discretion and considering which manager return targets are likely to achieve the investment return target.
6. Monitoring the performance of the investment managers at least once every three months, and from time to time consider the desirability of continuing or terminating the appointment of investment managers. In monitoring performance of investment managers, the panel should consider:
  - i. the investments made by the managers
  - ii. their input to the process and the value of their advice
  - iii. investment returns and risk against established targets
  - iv. manager compliance with the fund's requirements
  - v. discussion of results with managers.
7. Monitoring risks
8. Developing a responsible investment strategy.

#### **FUNDING**

9. Carrying out duties set out in the Regulations, in relation to actuarial valuations of the Fund.
10. Ensuring employer contributions are set accordingly and other relevant regulations are adhered to.
11. Considering applications, from external bodies, for membership of the council's pension scheme

## GOVERNANCE

12. Monitoring of governance arrangements including regulatory compliance and implementation of audit recommendations.
13. Monitoring costs incurred in administering the pension scheme, including:
  - i. management and other direct costs
  - ii. transaction (dealing) costs.

## BENEFITS ADMINISTRATION

14. Considering policy matters in relation to the pension scheme and the council's early retirement policy.
15. Monitoring early retirements.
16. Considering the effectiveness of the administering authorities' management of pension administration'

## Constitution of the pensions advisory panel

17. The pensions advisory panel will be constituted as follows:
  - i. three members (two members from the majority group and one member of the majority opposition) who have received the appropriate training; one of those members will chair the panel (voting)
  - ii. three officers (the chief finance officer (non-voting), an officer with specialist knowledge on finance and investments (voting) and an officer with specialist knowledge of pensions administration (voting)
  - iii. two independent advisers (non-voting)
  - iv. a representative appointed by the constituent trade unions representing beneficiaries (non-voting).

18. Decisions should aim to be reached by consensus. Where agreement cannot be reached, then a majority vote will apply. Voting rights are restricted to members and officers (excluding the chief finance officer), with the chair having the casting vote if required.
19. Decisions of the panel will be treated as advice to the chief finance officer.
20. To be quorate at least three voting members of the panel must be present, plus at least one independent adviser. At least one of the voting members must be an officer.

### **Local Pension Board**

1. The panel will work closely with the Local Pension Board (the Board) to ensure the scheme is administered efficiently and effectively and will share with the Board reports and documents to enable the Board to meet its remit.
2. The panel will consider any reports the Board may produce in the course of their duties and respond accordingly within a reasonable period of time.

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### **Conflicts of interest**

3. All members of the pensions advisory panel must declare to the Administering Authority on appointment and at any such time as their circumstances change, any potential conflict of interest arising as a result of their position on the Panel.
4. A conflict of interest is defined as a financial or other interest which is likely to prejudice a person's exercise of functions as a member of the Panel. It does not include a financial or other interest arising merely by virtue of that person being a member of the Scheme.
5. On appointment to the Panel and following any subsequent declaration of potential conflict by a Panel member, the Administering Authority shall ensure that any potential conflict is effectively managed in line with both the internal procedures of the Panel's conflicts policy and the requirements of the Code.

### **Representation from Employing Authorities or Members**

When deciding on the composition of the Pensions Advisory Panel, it was decided that as London Borough of Southwark represents the majority of the Fund membership, admitted bodies would not be included on the Panel. There are 23 admitted bodies in the Fund. Although they are not represented on the Panel, they are fully consulted on and kept informed of all decisions made by the Panel.

## The Local Pension Board

The Public Service Pensions Act (2013) required all Administering Authorities to establish a Local Pension Board by 1 April 2015.

The Local Pension Board has the responsibility to assist the Administering Authority to ensure the effective and efficient governance and administration of the Local Government Pension Scheme (LGPS) including:

- (i) securing compliance with the LGPS regulations and other legislation relating to the governance and administration of the LGPS and any statutory pension scheme that is connected with it
- (ii) securing compliance with requirements imposed in relation to the LGPS and any connected scheme by the Pensions Regulator
- (iii) such other matters as the LGPS regulations may specify.

The administering authority retains ultimate responsibility for the administration and governance of the Southwark Council LGPS. The role of the board is to assist the administering authority to fulfil that responsibility.

The Local Pension Board meets quarterly and the membership and work of the board can be viewed on page 6 in the annual report of the Local Pension Board.

## The Principles

Principle	Fully Compliant?	Note
<b>Structure</b>		
The management of the administration of benefits and strategic management of the fund assets clearly rests with the main committee established by the appointed council.	<b>Yes</b>	



Principle	Fully Compliant?	Note
The representatives of participating LGPS employers, admitted bodies and scheme members (including pensioner and deferred members) are members of either the main or secondary committee established to underpin the work of the main committee.	See note	1
That where a secondary committee or panel has been established, the structure ensures effective communication across both levels.	Not applicable	
That where a secondary committee or panel has been established, at least one seat on the main committee is allocated for a member from the secondary committee or panel.	Not applicable	
<b>Representation</b>		
That all key stakeholders are afforded the opportunity to be represented, within the main or secondary committee structure. These include:- <ul style="list-style-type: none"> <li>• employing authorities (including non-scheme employers, e.g., admitted bodies);</li> <li>• scheme members (including deferred and pensioner scheme members),</li> <li>• where appropriate, independent professional observers, and</li> <li>• expert advisors (on an ad-hoc basis).</li> </ul>	See note	1
That where lay members sit on a main or secondary committee, they are treated equally in terms of access to papers and meetings, training and are given full opportunity to contribute to the decision making process, with or without voting rights.	Yes	
<b>Selection and role of lay members</b>		
That committee or panel members are made fully aware of the status, role and function they are required to perform on either a main or secondary committee.	Yes	
That at the start of any meeting, committee members are invited to declare any financial or pecuniary interest related to specific matters on the agenda.	Yes	
<b>Voting</b>		
The policy of individual administering authorities on voting rights is clear and transparent, including the justification for not extending voting rights to each body or group represented on main LGPS committees	Yes	
<b>Training/Facility time/Expenses</b>		
That in relation to the way in which statutory and related decisions are taken by the administering authority, there	See note	2

Principle	Fully Compliant?	Note
is a clear policy on training, facility time and reimbursement of expenses in respect of members involved in the decision making process.		
That where such a policy exists, it applies equally to all members of committees, sub-committees, advisory panels or any other form of secondary forum.	<b>Yes</b>	
That the administering authority considers the adoption of annual training plans for committee members and maintains a log of all such training undertaken.	<b>Yes</b>	
<b>Meetings (frequency/quorum)</b>		
That an administering authority's main committee or committees meet at least quarterly.	<b>Yes</b>	
That an administering authority's secondary committee or panel meet at least twice a year and is synchronised with the dates when the main committee sits.	<b>Not applicable</b>	
That an administering authority that does not include lay members in their formal governance arrangements, provide a forum outside of those arrangements by which the interests of key stakeholders can be represented.	<b>Not applicable</b>	
<b>Scope</b>		
That administering authorities have taken steps to bring wider scheme issues within the scope of their governance arrangements.	<b>Yes</b>	
<b>Publicity</b>		
That administering authorities have published details of their governance arrangements in such a way that stakeholders with an interest in the way in which the scheme is governed, can express an interest in wanting to be part of those arrangements.	<b>Yes</b>	

#### Note 1

When deciding the composition of the Pensions Advisory Panel, it was decided that as the London Borough Southwark represents over 90% of the Fund membership, admitted bodies would not be included in the Panel. Although they are not represented on the panel, they are fully consulted on and kept informed of all decisions made by the Panel.

#### Note 2

A policy on training exists, it is part of the terms of reference of the panel that members will have had training and be trained on all matters requiring a decision prior to meetings where these issues are on the agenda. Annual training plans are being considered for the future.

## Appendix 7: Scheme Advisory Board Statistics

The following two tables categorise asset classes as per the requirements of the LGPS Scheme Advisory Board Annual Report and therefore are not consistent with the asset class analysis used elsewhere in this report.

### Geographical Analysis of Fund Holdings

Asset Class	UK £m	Non-UK £m	Total £m
Equities	58	777	835
Bonds	282	0	282
Property	245	0	245
Alternatives	21	127	148
Cash & Cash Equivalents	0	9	9
Other	3	0	3
<b>Total</b>	<b>609</b>	<b>913</b>	<b>1,522</b>

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### Investment Income Earned

Asset Class	UK £000s	Non-UK £000s	Total £000s
Equities	873	2,904	3,777
Property	196	0	196
Alternatives	8,211	0	8,211
Cash & Cash Equivalents	2,151	0	2,151
Other	0	126	126
<b>Total</b>	<b>11,440</b>	<b>3,030</b>	<b>14,470</b>